

LOMBARD

The great arms spending spree

BY C. GORDON TETHER

WOULD IT not be a very good idea to launch a major public debate in the industrialised world on the wisdom of continuing to assist and encourage the Middle East oil-producers to utilise a substantial proportion of the proceeds of the fuel price explosion for engaging in a vast—and seemingly unending—arms spending spree?

There can be no doubt that the flow of arms orders from this part of the world has played a major part in reducing the spectacular payments deficits which all the major industrialised countries developed in the wake of the quadrupling of oil prices two years ago. And there can be no doubt, either, that the boost this traffic has given to employment in their armaments-producing industries has been equally welcome, coming at a time when economic activity in general was slowing down at a disconcertingly fast pace.

Share for them

It is significant that in both Germany and Japan there has been considerable talk of late about the need to do away with the limitations on arms production introduced after World War II—this so that their engineering and aircraft industries can participate in the world armaments bonanza to the full. Since such deals are almost invariably presented to the public in the industrialised world as being destined to be of great assistance in boosting exports, relieving unemployment and ending external payments worries, they are more or less automatically assured of a warm welcome. But has not the moment arrived when we should ask ourselves whether this isn't altogether a short-sighted attitude to adopt?

It was recently revealed in Washington that almost half of America's total arms sale of \$8bn to foreign countries in the year to mid-1975 went to the Gulf States. It is in the Middle East, therefore, that the world's arms trade is most concentrated. Britain, France and other European countries are also contributing in major degree to the growth of this traffic—the magnitude of the armaments build-up

that is now taking place in this highly sensitive corner of the globe.

It is, of course, usual in these enlightened times to ensure that all international arms trading is subject to official licensing. Yet the fact has to be faced that the Governments of the arms supplying countries often tend to see themselves as having just as much of a vested interest in seeing that the traffic is not discouraged as private arms producers did in earlier times.

Certainly, their politicians always appear to have equipped themselves with what they evidently believe to be adequate justification for continuing to carry on as they are doing. When Washington was questioned about the tremendous flow of American arms into the Middle East during the past two years, it replied that this was needed by the Gulf States to render them "capable of maintaining security in the area following the military withdrawal of Britain from East of Suez."

And when questions relating to Britain's extensive involvement in this traffic were put to Mr. Callaghan, the Foreign Secretary, in the House of Commons a short time back, he replied that "an effective agreement to be signed between the United States and the Middle East was likely to be possible only with the support of the parties to the dispute and in the context of a general settlement."

One of the great potential blessings of the oil price explosion consisted in the fact that it instantly created a vast new source of capital in the world that would not otherwise have been available. While devoting a large slice of this fund to turning the Middle East into a welter of armed camps is helping the affluent world to extricate itself from its crisis, it must also mean that so much less is going to be available for the work this money could do so well—promoting the meaningful development of the Third World.

That is one very good reason why the industrialised countries ought to be asking themselves whether they are doing the right thing by humanity in working so hard to support a new arms build-up in the Middle East. It is not, however, the only one. If what they are doing serves to drive the way for another escalation in that part of the world, it is by no means beyond the bounds of possibility that their own peoples will have a share in the painful consequences.

RACING

Roman Warrior to the fore

THE DECISION to send Lianga

from France to contest the Vernon's Sprint Cup at Haydock (2.15) lends spice to the final day of the Flat racing season.

M. Daniel Wildenstein, owner of this black American-bred filly, had made it clear he was determined she should retire to stud as a recognised champion sprinter of Europe, and victory in this Group 2 event would give her the official title.

Judged on her performance in the July Cup at Newmarket, she comes out just over a length better than Roman Warrior, but she ran disappointingly in the Prix de la Forêt at Longchamp last month, and it may be she has gone over the top following an arduous season.

Roman Warrior, too, has had a busy time, but he is an enormous horse with a robust constitution, and unless Lianga is in tip-top condition, I fancy he will prove too strong for her.

Street Light will go well, and connections of Garda's Revenge, full brother to Lianga, have no doubt been encouraged by the good record of two-year-olds in this race. It would not surprise me if the Irish-trained colt were to run into a place. But Roman Warrior is the selection.

Not only have Messrs. Vernon

of football pools fame provided £10,000 of the added money of £14,000 for the principal race of

the day, but they have also donated £2,500 towards the prize for the Vernon's Organisation Stakes (1.45), a handicap run over one and a quarter miles and 131 yards.

A highly competitive affair it

HAYDOCK
1.15—Gershwitz
1.45—Roman Warrior
2.15—Roman Warrior
2.45—Marching Orders
3.15—Lord Elect
3.45—Dominant
KEPPTON
2.00—Hodge Hill
2.30—Gloss Writer
3.00—Winter Fair
3.30—Sarpedon
KELSO
1.15—Sovereign Gold
2.45—Dancing Ned
3.45—Regal Tack

promises to be, with 13 standing their ground, which by my reckoning, at least eight have a chance.

However, for better or worse, I shall take a chance with Baffin Bay, who is 8 lb better off with Major (9 lb), if one takes the view, as I do, that the 3 lbs Richard Fox is entitled to claim as a bonus in exchange for the neck that separated them over today's distance at Lingfield on October 9.

Admittedly, if one takes that

race as a criterion, it is arguable that Royal Match ought to beat

both of them. However, Royal Match has since run badly at Doncaster and, as may be the case with Lianga, it is possible he has had enough for the season.

There is little between Lord Elect and Shelanu in the Fleetwood Nursery Handicap (3.15) judged on their running at Doncaster on October 24, but the advantage, on paper at any rate, lies with Lord Elect.

Marching Orders, with the powerful assistance of J. Mercer, looks best in the Salford Maiden Stakes (2.45).

Dominant, who also requires strong handling, and who will get it from E. Hide, is a reasonably confident selection for the Conclusion Handicap (3.45).

At Kempton, I see no reason why Hodge Hill should not continue on his winning way in the November Handicap Hurdle (2.0), though I fear he will not be a betting proposition—an observation likely to apply to Ghost Writer in the Flyover Handicap (2.30). Winter Fair in the Wimbledon Handicap Chase (3.00), and to Sarpedon in the Sprig Three-Year-Old Hurdle (3.30). But all four ought to win.

At Kelso, Regal Tack, assuming

to be a useful performer on the flat.

SALEROOM

BY ANTONY THORNCROFT

Robin Hood earns £6,500

THE MOST interesting sale in London yesterday was at Sotheby's, the market which sold the Victorian paintings for £108,761. This is a mark which reached a peak two years ago and then turned sticky. Yesterday's prices suggested a healthy revival.

The best price was the £5,500 paid by Madame Tussauds for a rare painting of Robin Hood and his Merry Men by Dan Maclise. There are not many pictures of this mythical character. Madame Tussaud's is steadily buying up pictures for display, and this is its biggest investment in recent years.

The underbidder was the Nottingham Castle Museum, and the price was above the £3,000-£5,000 estimate.

The same price of £5,500 was paid for a portrait by John Atkinson Grimshaw, painted in 1875. This was also well above the £2,000-£4,000 forecast, but Grimshaw's work is in demand. Andrew Lloyd-Webber, who wrote Jesus Christ Superstar with Tim Rice, gave £2,000 (top of the forecast) for his Knostrop Hall, Moonlight.

Not to be outdone Tim Rice, the co-author of Superstar, paid £3,000, also at the top of the forecast, for "The Boy in the Striped Pyjamas" by John Baym Liston Shaw.

An anonymous bid of £3,000 also secured Frederick Goodall's Hunt the Slipper and Walter Hunt's Gypsy Life was inside forecast at £2,500. Sotheby's made some effort to collect good Victorian pictures for this sale.

FT Clipper Race, Page 30

and to publish an attractive catalogue and the percentage unsold of 7.33 suggests that an effort was worthwhile.

The main action this week at Christie's is in its Geneva sale rooms. On Monday night it held a very successful sale of French Impressionist and Post-Impressionist paintings, which totalled £131,228, and established a new auction record of £3,818 for a finely decorated Meissen Hausmaler thimble which sold for £3,818 to the Antique Porcelain

Company. The previous best was £1,575 at Christie's in London in 1969.

Other good prices were the £1,727, also to the Antique Porcelain Company, for a large pink, trellis pattern thimble painted by B. G. Hauser with miners, and a private buyer gave £1,454 for a small Clemens August type thimble painted by C. F. Herold. The private collection of 150 thimbles realised £49,450.

Yesterday's sale of objects made by Fabergé's contained no disappointments, but totalled £220,136. A dandelion mounted in gold with rose diamond seeds went for £9,450, and a silver gilt mounted roan-berry plant in an agate vase went for £5,815.

A collection of sixty, very small, jewelled Easter Eggs set for sale by a descendant of Prince Alexander of Russia, was sold for £31,200. However, the Senate Cup, a Louis XV rock crystal cup with ornate mounts, presented by Louis XV to the Empress Elizabeth, was bought in at £5,900.

GARDENS TO-DAY

BY ROBIN LANE FOX

BEFORE I return to last week's theme of plant associations, I would like to do justice to the Dutch Elm beetle which, I suspect, may have been misrepresented by recent remarks. Neither the beetle, nor even the female beetle, causes Dutch elm disease.

The first cause is the fungus, Ceratocystis ulmi, which is responsible for the rot. The beetle likes to bore into the galleries of a weak elm in order to lay its eggs there. Because it does not wash itself before flying on to the next tree, it carries the fungus with it. The beetle, then, is the innocent carrier which is conveniently single out for our insults.

Identification

If there is any reader who does not know how to identify Dutch Elm disease, I had better add that its traces can be detected by stripping the outer bark off twigs or branches and looking for brownish horizontal streaks along the line of an exposed pith. A small part of a tree is infected first, so be sure to test twigs from different branches. Otherwise, watch during June and July to see if the leaves turn yellow prematurely on the branches of any limb. This yellowing is almost certainly a sign of the fungus.

On a brighter theme, I hope you will take more interest in the possibilities of associating plants for the best combined results, the one aspect of gardening which will never be exhausted, not even if Percy Thresher's men live to broadcast until they are 95.

I can seldom meet about plant associations without losing the thread of suggestions which usually belong to their author's private universe: they make me realise how many plants I simply do not know. Advice to associate two unknown plants is unlikely to catch your attention.

I will not now suggest that you match your Codonopsis with your Shortias, though the result is very pleasant. I will only assume that you grow Roses, a shrub Potentilla, some Irises, heathers (if you must), crocuses and tulips. Assume that you have heard or read the ideas of an average garden designer.

Restricting the range to pairs of plants, perhaps planted in a wider setting which flowers at different seasons, I think that we try to master the colours of flowers as a first step. There are no rules here, but I do happen to like blue, strong yellow and lemon as one group, reds, purples, white yellow and grey or silver leaves as another.

Borders of blue flowers and silver leaves do not seem to me to be very exciting: reds and strong yellows do not catch my fancy very often, probably because they are seldom seen in England under a sunny sky. Intermediate orange, copper and flame can bring them pleasingly together. Personally, I do not think that gardens whose flower beds are indiscriminately multi-coloured are usually very attractive unless they are in a small, firmly limited space.

Taking these colour-combinations as a starting-point, I would like to combine the clear yellow flowers of my inevitable shrub Potentilla with something blue or thereabouts. One seldom sees it, but the admirably easy Geranium Buxton's Blue is a good companion. It flowers late, in September too, when the Potentilla is going gradually into decline. Its single pale lavender-blue flowers have a white inner circle and a dark eye. It is a convenient plant for the front edge of a Potentilla's bed, perhaps with some of the autumn Crocus Speciosus, so conspicuous and still so cheap, and a carpet of, say, Violets through which the Crocus will emerge in autumn. The Geranium, like so many fine herbaceous plants, can be bought pot-grown from Bressingham Nurseries, Diss, Norfolk.

Agapanthus

Still on the theme of blue and yellow, I have had much pleasure from groups of the hardy blue Agapanthus with its rounded umbels of flower in August on tall stems and an edging of the large flowered yellow Evening Primroses (Oenothera) whose clear colour and papery petals match the blue most effectively and remain my happiest new venture in my plantings of the past two years.

In spring, bulbs of the blue Chionodoxa with the buff-yellow and reddish flowers of the Water Lily Tulip, Tulipa Kaufmanniana still seem to me as beautiful; a combination as any in a bulb catalogue. The Water Lily Tulip is not tall, some nine inches high, but the spread of its large petals and leaves is such that a few of its cheap bulbs go a long way among the even cheaper Chionodoxa. Grape hyacinths and the small bright yellow-flowered Daffodils such as April Tears are another brighter extension of the same idea.

Leaving that possible theme with you, I would like to suggest that you look further than the ever-popular Hosta when thinking of companions for roses,

especially shrub roses. If you share my liking for the pale, single flowered shrub roses, you would do well to consider the smallish Lilac, Syringa nellya Superba as a shrub in front of them.

Its small, lilac-pink flowers appear in bunches in May and June and sometimes in early September too, a point which is most valuable for small gardeners or for plantings of roses which are similarly recurrent. It scented, about four foot high, usually and well worth considering as an unusual hedge, as it likes to be clipped after flowering.

It is not spectacular, but it is one of the most rewarding ignored small shrubs, almost like a gloomy and twigsy winter. I have it in front of my single yellow Rose Hips when they flower together. It is a very gratifying. Not sure of Woodbridge, but the best selection of the small and large.

On the same theme of lilac flowers and white, I recommend the famous pair of Sissinghurst and other fashioned rose collections, underplanting of roses with large headed Alliums. A Platanus. This splendid flowering onion is smelly if it collides with it but spectra if you keep your distance.

Its heads of flowers are the of a swollen thorn, but are made up of their thick flowers like a star. They are about two feet high, so can be fitted neatly into the ground of a rose bed. The co is a good yellow-lilac and the son, as befits the roses, is June.

Entertaining

I still have the seed-head of one such Allium this year my desk. For its interest, it does not disappear with the Dead. Their heads are no remarkable, drying to a brown construction of struts and branches which keeps contained throughout winter.

What, though, of these I and even those heathers we have mentioned? Once start on the grouping of plants there is no conclusion, so I hold you in suspense for now. I have a small seed supplier for a poison weed am told, will kill the weed an iris-bed without killing irises themselves. If you the wedding of irises as I do, the week's delay will be worthwhile.

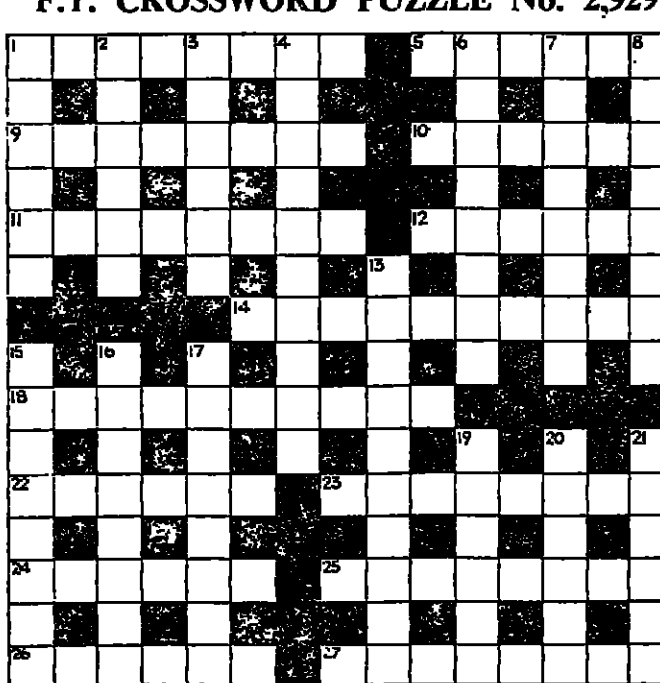
TV/Radio

† Indicates programme in black and white.

BBC 1

8.15 a.m. For Schools. Colleges.
10.45 You and Me. 11.00 For Schools. Colleges. 12.30 p.m. Day and Night. 12.55 News. 1.00 Pepple Hill. 1.45 In the Tents. 2.01 For Schools. Colleges. 3.58 Regional News (except London). 4.00 Play School. 4.25 Huckleberry Hound. 4.30 Jackanory. 4.45 These Are the Days. 5.05 John Craven's Newsround. 5.15 Circus. 5.40 Magic Roundabout.

F.T. CROSSWORD PUZZLE No. 2929



ACROSS

- 1 Have career in mind with intended order (4, 2)
- 2 A couple of dogs in the arsenal (6)
- 3 Earl Hunt turns out to be a Protestant (6)
- 4 A fabric—when one chooses (2, 4)
- 5 Perception makes a legendary town (8)
- 6 Ancient boat made by, we hear, an engineer (6)
- 7 Jack and Ted go to the races (5)
- 8 Plus sign including a weapon puzzles (10)
- 9 The worker gets on edge in Ireland (6)
- 10 Unusual gain in is badges of office (6)
- 11 The group from Helicon (6)
- 12 We need one in the cathedral to serve (8)
- 13 Put off about the cross? Right (6)
- 14 Trifles started by queer people (8)

DOWN

- 1 The majority—the French included—means to annoy (6)
- 2 All the world's (1, 5)
- 3 (A.V.L.I.) (1, 5)
- 4 In a row—a row with the Church of England (6)
- 5 An outstanding scene which women have to face (6, 4)

BBC 2

10.35 a.m. Nai Zindagi Naya Jeevan.
11.00 Play School.
1.00 p.m. Racing from Haydock.
7.05 Trade Union Studies.
7.20 Weather.
7.30 The Very Lynn Show.
8.25 Arena: Theatre.
9.00 Party Political Broadcast on behalf of the Conservative Party.
9.10 Face the Music.
9.40 "Savages," by Christopher Hampton.
11.15 Newsnight.
11.20 Close-up: Martin Jarvis reads "Merlin Enthralled" by Richard Wilson.

LONDON

9.30 a.m. Schools Programmes.
10.30 Table Tennis. 11.00 Schools Programmes. 12.00 Here Comes Mummy. 12.10 p.m. Hickory House. 12.50 Mr. and Mrs. 1.00 First Report. 1.10 News. 1.15 Lunch-time Today. 1.30 Crown

RADIO 1

4.45 a.m. As Radio 2. 7.00 Noel Edmonds. 8.00 Paul McCartney. 8.10 Johnnie Walker. 8.20 News. 8.30 V.I.P. 8.40 A.D. 8.50 Newsbeat. 9.00 As Radio 2. 10.00 News. 10.10 As Radio 2. 10.20 As Radio 2. 10.30 As Radio 2. 10.40 As Radio 2. 10.50 As Radio 2. 11.00 As Radio 2. 11.10 As Radio 2. 11.20 As Radio 2. 11.30 As Radio 2. 11.40 As Radio 2. 11.50 As Radio 2. 12.00 As Radio 2. 12.10 As Radio 2. 12.20 As Radio 2. 12.30 As Radio 2. 12.40 As Radio 2. 12.50 As Radio 2. 1.00 As Radio 2. 1.10 As Radio 2. 1.20 As Radio 2. 1.30 As Radio 2. 1.40 As Radio 2. 1.50 As Radio 2. 2.00 As Radio 2. 2.10 As Radio 2. 2.20 As Radio 2. 2.30 As Radio 2. 2.40 As Radio 2. 2.50 As Radio 2. 3.00 As Radio 2. 3.10 As Radio 2. 3.20 As Radio 2. 3.30 As Radio 2. 3.40 As Radio 2. 3.50 As Radio 2. 4.00 As Radio 2. 4.10 As Radio 2. 4.20 As Radio 2. 4.30 As Radio 2. 4.40 As Radio 2. 4.50 As Radio 2. 5.00 As Radio 2. 5.10 As Radio 2. 5.20 As Radio 2. 5.30 As Radio 2. 5.40 As Radio 2. 5.50 As Radio 2. 6.00 As Radio 2. 6.10 As 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Leicester Building Society - Branch offices throughout the U.K.

AMERICAN NEWS

Beame cuts NY budget by \$200m., lays off 8,000

BY JAY PALMER

NEW YORK, Nov. 11.

NEW YORK City Mayor Abraham Beame this morning announced preliminary details of a planned savage cut in city spending in a desperate attempt to regain credibility for his administration and simultaneously silence federal Government criticisms that the city has one little to help itself out of its current financial crisis.

Slashing city spending in the current fiscal year by more than 20 per cent, the Mayor said that his move would eliminate more than 8,000 additional jobs from the city payroll. This would bring the total number of employees well over 45,000 the number of employees laid off so far this year.

The Mayor's budget cut of 20 per cent, is the first stage of the administration's three-year plan to reduce the annual city budget by \$724m. by 1978. However, pointing out that these new directions must still be approved by the State Control Board over-

seeing city spending and effectively the unions themselves, many are already arguing that the Mayor's proposals are too little and too late.

The harshest cuts in the immediate future fall on the Board of Education, which will have its existing budget cut by \$38m. Officials in the Mayor's office pointed out that the exact nature of the savings were at the discretion of the Department but that they did not expect that any schools would have to close.

The New York City Police Department will have to reduce spending by nearly \$20m. under the Mayor's plan, and senior officers commented that this would mean further layoffs of at least 1,000 uniformed patrolmen.

David Bell adds from Washington: Dr. Arthur Burns, chairman of the Federal Reserve, today slightly reduced his opposition to Federal aid for New York City to prevent default.

NY Times strike twice-delayed

BY JAY PALMER

NEW YORK, Nov. 11.

THE NEWSPAPER Guild of New York this morning unexpectedly extended its deadline for a strike against the New York Times for a second time in less than four days.

Federal mediators, supervising the 11th-hour new-contract talks between the newspaper and its principal union, stressed that this was the final extension and that "one way or another talks will end at noon."

Originally, the Guild, which represents about 2,000 editorial and administrative employees of the Times, had set a strike deadline of 7 a.m. this morning. How-

ever, following all-night negotiations during which both sides reviewed a number of unspecified proposals and counter-proposals, the deadline was extended to 11 a.m. A further one hour extension has now been added.

Talks between the two sides centre on Guild proposals for a three-year contract, to replace the one that expired last spring. Unlike the continuing bitter dispute at the Washington Post over the introduction of new newspaper technology, the disagreements in New York largely concern salary increases, fringe benefits and the union's demand for closed shop membership.

Last week, following a breakdown of the then more than six-month-old, low-key negotiations, the Guild announced today's first deadline of a threatened strike. While it was simultaneously negotiating with the New York Daily News, the union approached the Times, which would only halt the Times. Yesterday evening the publisher of the Daily News strongly hinted that his paper would voluntarily suspend production if the Times' publication was halted.

Senate may reject Home Loan nominee

WASHINGTON, Nov. 11.

MEMBERS OF THE U.S. Senate Banking Committee may tomorrow take the rare action of ejecting a former Congressman for a top Government post.

Confirmation of former Georgia Representative Ben Blackburn, nominated by President Ford to head the Federal Home Loan Bank board, appears to depend on Senator Edward Brooke, a key member of the Senate Panel, at a hearing on Monday.

Senator Brooke did not appear like what he heard from Mr. Blackburn, a staunch opponent of civil rights and fair-housing legislation while in Congress. Mr. Blackburn's nomination came under heavy attack from civil-rights, labour and consumer groups who are upset with his voting record on issues involving minorities.

Morton faces contempt charge from Congress

BY DAVID BELL

WASHINGTON, Nov. 11.

A CONGRESSIONAL subcommittee today cited Mr. Rogers Morton, the outgoing Commerce Secretary, for contempt of Congress following his renewed refusal to supply the names of American companies complying with the Arab boycott of Israel.

The contempt citation follows a lengthy battle by Democratic Representative John Moss, the Chairman of the House Committee on Commerce, to force the Commerce Department to release the information it has already collected on the attitudes of U.S. companies to the boycott.

Representative Moss described the Commerce Secretary's refusal to supply the information as "pretext more pernicious than

executive privilege" and he sees the issue as a test case for Congress in its new-found, post-Watergate determination to win more access to federal information as of right.

The Commerce Department maintains that by law it is not required to supply this information which, it says, is gathered in confidence. This view is shared by Mr. Edward Levi, the Attorney General, who has backed Mr. Morton's stand.

The contempt, believed by some observers to be the first in the nation's history, will go before the full House Commerce Committee and then before the House of Representatives.

If successful, as Representative Moss says he is confident it will be, Mr. Morton could eventually be sent to prison.

CANADA'S ANTI-INFLATION PROGRAMME

The unions will not play

BY JAMES SCOTT, TORONTO CORRESPONDENT

FOR BETTER or worse, Canada has adopted a mandatory programme of wage and price controls with the aim of forcing the rate of inflation down from its current level of 11 per cent to about 4 per cent within three years.

Compared with some other western industrialised countries, Canada seems to have a mild inflation rate, but in the Government's view, wage increases granted this year—average 18 per cent in the first six months—and the amounts that were being demanded in negotiations for new contracts (up to 71 per cent) were threatening the country with ruin.

Although the Federal Government has achieved a high degree of co-operation from the provincial Governments, which it requires because of the constitution, the public consensus it had hoped for and urgently needs, is not emerging. Business and industry have not been persuaded that the programme will work, but in most cases spokesmen have indicated they will do nothing to undermine the plan.

The trade unions are another matter. When Mr. John Munro, Minister of Labour, and Mr. Donald Macdonald, Minister of Finance, held discussions with labour leaders in the days leading up to the announcement of controls, they concluded that there was a reasonable chance that the unions would go along with the programme. Instead, labour leaders have thrown up a solid wall of opposition, in most cases stopping just short of outright defiance, but Barney Danson, announced a short strike to gain support for the programme under which up to \$750m. will be provided for the construction of moderately priced housing with a mortgage interest rate of 8 per cent, compared with the 12 per cent now in force.

Union leaders have been vocal in their criticism of the income tax cuts, but responsible unionists object to the Government's attempt to make the "scheme" by every legal means. The much as it seems, since it is the weakest aspects are the pro-union organisation that repre-

sents 2m. workers in a number of unions, is establishing a fund to oppose the legislation. What it has in mind is a court test of the legality of the programme. Mr. Joseph Morris, President of the C.I.O., said "I'm a law-abiding citizen, and I would not counsel anyone to civil disobedience." But during a private meeting of labour leaders with Mr. Trudeau in Ottawa on October 30 he was heard to say: "I'll tell you this is one goddamn law that I'm prepared to disobey, no matter what the cost."

The Government has set selective ceilings on wage increases during the next three years. They are 8 per cent the first year, 6 per cent the second, 4 per cent for the third. Provision is made for four percentage points more for special cases in the first year for increased productivity, and two for those left behind because of long-term contracts just expiring. In the second and third years, provision is made for an extra two percentage points for increased productivity.

But there are a number of exemptions. For instance, companies and unions will be allowed to breach the guidelines for increases necessary to maintain long-established historical relationships, between wages of closely related groups, or for other special cases of equity, such as equal pay for women.

Workers and their employers have grave doubts about the fair and impartial administration of these controls, for good reason. News reports from across Canada almost daily show the disrespect a good many have for the programme. Since the controls were announced, the Government has offered striking industries post office workers an increase of 35 per cent, which has been rejected. The amount offered is not as much as it seems, since it is over a 30 month period, but

nevertheless exceeds the guideline, except that this particular case comes under the historical relationship clause. Outside postal workers were granted a similar increase earlier this year. School teachers in two regions have been granted and have accepted pay increases of 21 per cent, and 41 per cent respectively. Another group of school teachers has rejected an offer of 43 per cent in one year. Firemen have been granted an increase of 18.8 per cent, and taxi drivers have been allowed to rise 16.8 per cent.

Whether such increases will be allowed to stand rests with the Anti-Inflation Board, which has not yet been completely staffed. The man who has been given the job of heading the board to

"You put a few businessmen, or a few union leaders in jail . . . and the others will soon get the message." Prime Minister Trudeau

public fears that prices of controlled products would continue to soar while incomes were restrained. "You put a few businessmen, or a few union leaders, or a few landlords, or a few doctors in jail for three years, and the others will get the message," he said.

The Government a few days ago made a move to lessen the fear of those who foresee a steady rise in the already high cost of new housing. The Minister of Urban Affairs, Mr. Elliott Trudeau, announced a short cabinet priced housing with a mortgage interest rate of 8 per cent, compared with the 12 per cent now in force.

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CONFERENCE ON OFFSHORE FINANCIAL CENTRES

'Subject to the whims of the user'

BY ROBINS PRINGLE

NASSAU, Nov. 11.

ASSAU is one of a new type of international financial centre created in recent years by the rapid growth in the volume and variety of international financial transactions. Mr. T. Donaldson, Governor of the Central Bank of the Bahamas, said here today at a two-day conference on offshore financial centres organised by the Financial Times and The Banker.

These centres were to be distinguished from traditional financial centres such as London and New York. Foreign investors did not place funds in the financial markets in the Bahamas since there were few long-term investment opportunities and no well-developed capital market. The volatility of short-term funds had encouraged competition between financial centres. For example, Luxembourg had encouraged the public establishment of holding companies which could be used to avoid payment of withholding taxes on foreign securities. Recently the Secretary of the U.S. Treasury had proposed the abolition of withholding tax on dividends and interest paid to non-residents.

In these circumstances new offshore centres were more vulnerable than traditional centres. They were subject to the whims of the user. "We in the Bahamas are aware of our vulnerability," said Mr. Donaldson. "We are constantly assessing our competitive position; our tax advantages; our exchange control regulations; our company law; our bank secrecy."

The progress of the Cayman Islands as a financial centre was reviewed by Mr. V. G. Johnson, Financial Secretary of the British colony. Over 200 banks and trust companies and approximately 7,000 companies were located there and about 1,300 new companies were registered each year. The emergence of the Cayman Islands was not specifically designed by the Government of the territory but was created through a natural economic development encouraged by the Government's attitude of support for free trade and free enterprise.

Communications had improved and a Cayman-Nassau airline route should be in operation shortly, in addition to existing connections with Jamaica, Costa Rica and the U.S. In banking, increasing numbers of multinational corporations were applying to establish subsidiaries to operate their subsidiaries to international banking business.

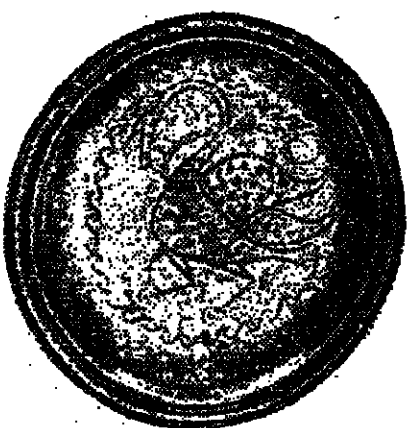
Mr. Dryden Gilling-Smith, MD, Employee Benefit Services, referred to the extensive role which low tax countries could play in improving the cost-effectiveness of company remuneration policies. The popular view that there were a few easy dodges such as paying salaries in the Cayman Islands was erroneous. Easy dodges were equally easy for tax authorities to stop. There was, however, substantial mileage in restructuring the employment situation, for example by transferring many employees to a Swiss subsidiary and charging for their services world-wide. More employees were now getting overseas work.

In a talk on "The Euro-markets and Offshore Centres," Mr. John Kitchen, managing director of Wobaco Tobacco Trust Limited, predicted much greater competition in Eurodollars lending business, with the probability of non-U.S. banks being in competition not only with foreign branches of U.S. banks but also, since the ending of U.S. capital restrictions, with U.S. banks head offices. The market had grown substantially since the beginning of this year despite many new issues in the Euro-bond market.

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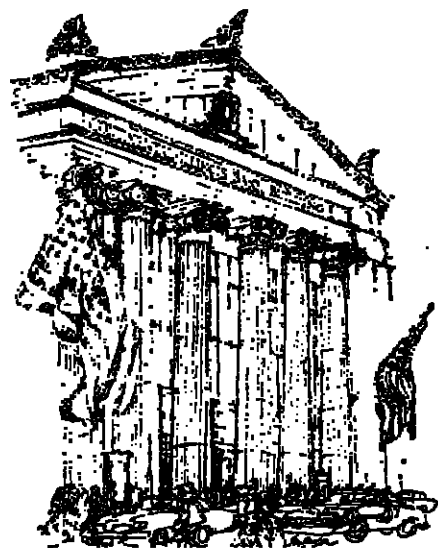
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Portugal planning wide range of economic curbs

LISBON, Nov. 11.

THE Portuguese government is expected to adopt shortly a wide-ranging austerity programme, including rationing of basic foodstuffs, price controls and wage restraint, running in some cases to cuts in top salaries of up to 15 per cent.

The programme has been prepared as part of the government's effort to obtain financial aid from international organisations like the IEC and a 10 per cent deficit expected to total Ecs 550 million this year (about £10n) at the official exchange rate, and the threat of a real drop in GNP of between 10 and 15 per cent.

The campaign to prepare the Portuguese for the measures the Government is expecting to take began with a warning from the Finance Minister, Dr. Salgado, that the country was heading for "bankruptcy." He compared Portugal's present economic plight with that which it faced in 1926 and which led to the country's still massive gold reserves.

At the same time, the political and economic instability of the past nine months has brought a virtual halt to remittances from Portugal abroad, which previously accounted for around 25.5bn. annually.

Recognising that the policy is likely to be adopted only after

Government may replace Copcon commander

BY OUR OWN CORRESPONDENT

LISBON, Nov. 11.

CONSIDERABLE doubts co-
incided surrounded the political
future of Brigadier General Otel
Saraiwa de Carvalho, the left-
wing commander of Copcon, the
internal security force. General
Saraiwa de Carvalho had attended
the meeting of the Revolutionary
Council of the Armed Forces
Movement, which broke up in
the early hours of this morning
after issuing any com-
munications.

Gen. Saraiwa de Carvalho
instead spent his time visiting
military units outside Lisbon.
The General, who has identi-
fied himself more and more
recently with extreme left wing
elements, who seek the intro-
duction of direct democracy
in Portugal rather than the Par-
liamentary system favoured by
the major parties, denounced
the "successive personal
attacks" which he said charac-
terized the political situation.

muniqué. The meeting is known to have discussed, at the request of the Government, the crisis of the political situation.	terised Council meetings. Some sources have suggested that the counter-offensive against the extreme left might result in General Sarney's removal.
Minister, Admiral Pinheiro de Azevedo, has made clear it is the biggest single threat to the survival of his Cabinet.	Carvalho being removed from his post and his replacement by a figure more sympathetic to the Government.

Juan Carlos faces fight over PM

BY ROGER MATTHEWS

MADRID. Nov. 11.

THE FIRST of several constitutional matters in Spain is warming up over the freedom of Prince Juan Carlos to choose his first Prime Minister. Ultra-conservative members of the regime have been stressing the need to limit the future King's freedom of action severely, thanks to the constitution and, especially, the 17-man Council of the Realm.

The Prince and Prime Minister Carlos Arias Navarro are reported to have been sufficiently carried by this attitude that they are con-

sidering rushing through a constitutional amendment to limit the power of the Council.

Article 14 of the Spanish Organic Law says that a Prime Minister is selected following deliberations by the Council of the Realm which then sends a list of three candidates to the Head of State. Should the Prince not like any of the names, he can ask the Council to try again. Theoretically, this process can continue for days, even weeks and it might eventually lead to a stalemate.

Brandt kicks congress into life

BY NICHOLAS COLCHESTER

MANNHEIM Nov.

HERR Willy Brandt, chairman of West Germany's Social Democratic Party, opened his party congress here to-day by attacking the CDU conservative opposition in unprecedented terms, before rounding on the SPD's failings and suggesting the improvements that were needed for its general election campaign

He then re-established the balance with an honest assessment of the SPD's recent decline in support, particularly the loss of support in the German cities. He blamed lack of internal discipline and of decisiveness in the leadership, and the disagreements within the SPD were fought out in public. He also blamed deficiency in the leadership, himself included.

becoming a security risk for our country—in foreign, domestic, economic and social policies.”

The speech was less a congress speech than campaign rhetoric.

and canonisation—has broken out." He urged that "a flexible party must watch the pace and financial security of its plans, just as much as worry lest the impulses behind its reforms appear to flag."

He argued that the SPD must make the aims of social democracy really clear to the electorate, but must stick to the realm of the possible in pursuing them.

Herr Brandt said the SPD must re-establish itself as a party

He demanded clear aims with readiness to compromise and applied this thesis particularly to the difficult question of *mitbestimmung*. This question, over which the SPD and its coalition partners

He was particularly tough on the Young Socialists, implying that they consisted only of students and should recruit industrial trainees, young workers

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EUROPEAN NEWS

Growing concern on Norway North Sea platform safety

By Fay Gjester

OSLO, Nov. 11.

PUBLIC concern is growing in Norway about the adequacy of inspection procedures and safety routines on Norwegian North Sea oil platforms. Information has emerged since the recent Ekofisk accident—when three men were killed, and three injured, following an explosion and fire on a production platform—seems to indicate that a good many unnecessary chances were taken, in several fields.

An example was the revelation, at the weekend, that a former head of the Petroleum Directorate's inspection division had resigned a year ago because he felt that he had too few men to do a satisfactory job. After his resignation the official, Mr. Arne Filkke, wrote a memorandum to the Directorate detailing his reasons for quitting, and warning that inadequate inspection could lead to an accident. Though the report was passed by the Directorate to the Ministry of Industry, it was never seen by the Minister, and seems to have been directed by the Ministry officials who did read it.

The "Flikke Affair" is the background for a special meeting to-day of the Storting's Industrial Affairs Committee. The committee, headed by Mr. I. Thorseth and Mr. J. Thorseth, the Petroleum Directorate, who are attending, will be asked to explain why committee members were not told of Filkke's resignation when the Minister spoke to them last Friday about safety on the Ekofisk field. The Filkke story appeared in the Norwegian Press the following day. Members are angry that they should have had to rely on the newspapers for information about "important events in the oil directorate," as one member put it.

Then there is the matter of the protective concrete and

Socialist disarray on farm budget

By Robin Reeves

LUXEMBOURG, Nov. 11.

AS EUROPEAN Parliament MPs voiced almost unanimous criticism of the West German-inspired cuts in the EEC's 1976 draft budget and called for most of them to be restored here to-day, British Labour MPs were brooding whether to mount a direct assault on Common Agricultural Policy expenditure provided for in the budget.

This follows complete disarray in the European socialist camp over drawing up a common strategy for to-day's budget debate. The group apparently voted overwhelmingly at a special meeting in Brussels last week to challenge CAP expenditure. This accounts for over 70 per cent of next year's draft budget as it stands, but was left almost totally untouched by the Council of Ministers.

However, British sources claimed that when the group met again here in Luxembourg, the German Socialists in particular took fright at backing an assault on the CAP with some of them dependent on farm votes.

The British Labour group was planning to meet to-morrow before taking a final decision on the matter. They still have an opportunity to table an amendment since the budget will not be voted on until Thursday. But even if they do mount their assault, it has to be said that the chances of carrying the rest of the Parliament look very thin.

WEST MAYO BY-ELECTION NOTEBOOK

Better than the song contest

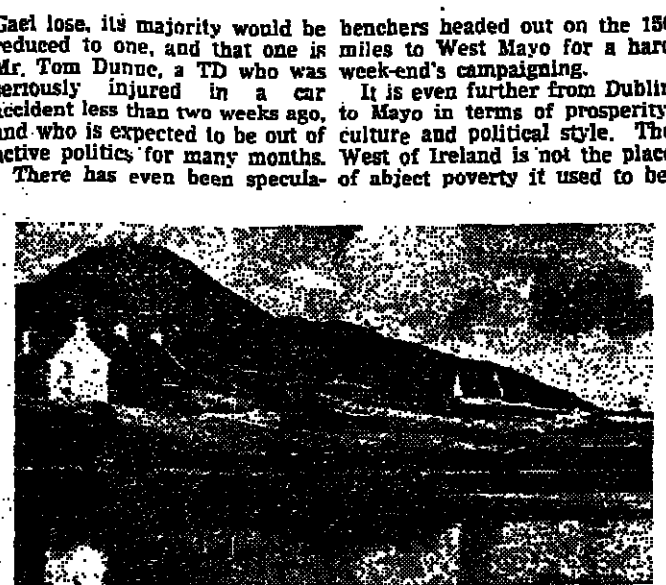
BY A SPECIAL CORRESPONDENT

THE OPERATOR on Achill Island, Co. Mayo, wanted to know where the reporter was phoning from. The reporter did not know but told her it was a bar, and that everyone was wearing Fine Gael election favours. "Oh," said the operator, "it must be Lavelle's" and it was.

Tilling the political soil of a constituency like West Mayo has been as heartbreaking a task as real farming in this beautiful but barren countryside, where it is not so much a matter of cultivating the grass roots as trying to get blood from stones. People are either Fine Gael—the major party in the governing national coalition—or they are Fianna Fail. Traditionally they did not go in much for changing their minds.

That is still true for the vast majority, but in the last general election in 1973 something surprising happened. Enough voters changed allegiances to give Fine Gael two of the three seats which the constituency has under the proportional representation system of voting, even though it had a marginally smaller share of the total vote. Not only is Mr. Cosgrave a man of a precarious mixture of small and big game, but he is going to the polls again to-day in a by-election caused by the death of one of its TDs (Dail representatives), that Mr. Henry Kenny, who was also Parliamentary Secretary to the Minister for Finance.

All by-elections are important in the Republic of Ireland, where Parliamentary majorities are generally small, but this one is particularly so. Should Fine



Westport Bay, County Mayo

but its isolated farms and tiny villages still lack many of the basic elements of modern living. Its limited prosperity depends on a precarious mixture of small and big game, and not without its humorous side. There was some ribald comment, for instance, on the news that the sophisticated and urbane Minister for Posts and Telegraphs, Dr. Conor Cruise

O'Brien, would be speaking in first preference vote to him and their second to the party candidate of their choice. Once he is eliminated, the votes will be transferred to the second preference candidate and the end result will be the same, except that Mayo's disaffection will have been registered loud and clear.

But they have their own ways of electing their representatives. There undoubtedly is disaffection over employment, agriculture, social welfare and the rates, which stand at a staggering Fianna Fail leader, on Achill €12.50 in the pound, although had more in common with valuations are low.

Achill's nearest neighbour to the west, the U.S., than anything in Britain. The Fine Gael candidate, Mr. Ender Kenny, follows Irish political tradition in that he is a lot of people may repay favours, as is the Irish way, with a vote for his son. Castlebar is a popular and energetic TD and the son of the late TD. He is a 24-year-old schoolteacher who, in his election pictures, looks a bit like Bobby Moore, the footballer. In reality he is a fresh-faced, intelligent young man who seems, if anything, even younger than his years.

His chief rival, the Fianna Fail hope, is Mr. Michael Joe McGreal, a tall 28-year-old auctioneer. He also comes from a well-known local family but suffers from the serious disadvantage of living outside the constituency.

There is also an Independent, Mr. Basil Morahan, who is appealing for support on the somewhat Irish grounds that he will not get elected. Mr. Morahan's point is that, under proportional representation, people can stand about the horse race. The winner'll be the horse that comes in first.

Free industrial zone planned around Trieste

BY OUR OWN CORRESPONDENT

BELGRADE, Nov. 11.

THE SIGNATURE of the Yugoslav-Italian treaty on borders and other outstanding issues yesterday at the Monte di Pietra castle near Ancona did not come as a surprise although it was announced at the last moment. It has been a virtual certainty since the Parliaments of both countries last month accepted the platform for the treaty which contained all its principal clauses.

The agreement on economic co-operation is very broad in scope. It embraces various forms of co-operation, especially in the border zone: in infrastructure, industry, energy, tourism, trade, science, technology, environment, joint ventures and joint projects and so on. envisaged are the linking of the Yugoslav and Italian systems of motorways, of the electric systems, of gas and possibly oil pipelines, joint water supply and energy generating projects, projects to link by navigable canals the Adriatic and the Ionian, co-operation and specialisation of northern Adriatic exports from Venice to Rijeka.

The most important project at the moment is the creation of a free industrial zone on both sides of the border in the region

of Sezana-Ferranti. The Italian Foreign Minister, Sig. Rumor, said yesterday that the EEC has approved the zone. It will spread over some 20 square kilometres on both sides of the frontier, and administered by a mixed committee of six. On the Italian side, the body to run the zone will be the Eute Zone Industriale di Trieste which has already appointed its three representatives. Operations in the zone will be free, with no restrictions. Imports will be duty and tax free. Companies will not have their head offices there but only their plants. Labour from both countries will be able to work there. Both Yugoslav and Italian legislation will apply. The zone will provide Trieste with additional land to develop its industry and its port with additional land. The Yugoslavs have their interest in developing the westernmost part of their country and in attracting Italian and other foreign capital, know-how, more freight for their port of Koper. The zone will be a springboard to the EEC and help increasing Yugoslav exports there which is important in view of the fact that this country runs a permanent and huge deficit in its trade with the Community.

Turkey asks \$1.5bn from U.S. for use of bases

BY METIN MUNIR

ANKARA, Nov. 11.

TURKEY has demanded \$1.5bn. from the United States for the use of its bases on Turkish soil, diplomatic sources said here to-day. This is just less than he sum that Turkey got for its oil exports last year.

Prime Minister Suleyman Demirel's Government closed the U.S. bases in retaliation at the congressional embargo on arms to Turkey and also abrogated the Turkish-American defence co-operation agreement. Although the embargo was partially lifted last month, Turkey as still not permitted the Americans to reactivate their bases. These number 26 and include several vital monitoring and electronic listening installations shadowing Soviet missile activity and troop movements. Negotiations on reopening the bases started a fortnight ago in Ankara. It was then that Turkey demanded the \$1.5bn. as "compensation for risks" Turkey runs the risk of a possible nuclear attack against these bases by the Soviet Union. Washington is considering the request and is expected to reply by the end of next week at the latest. However, diplomatic sources said that Washington found the Turkish demand excessive.

Czechs 'no longer isolated' from West

PRAGUE, Nov. 11.

FOREIGN Minister Bohuslav Choupek told Parliament to-day that Czechoslovakia's relations with Western countries were returning to normal and that its international standing was higher than ever.

In a major foreign policy review—the first since 1972—Mr. Choupek did not explicitly mention the 1968 invasion of the country by Warsaw Pact forces, but he clearly suggested that the effects on Czechoslovakia's international standing were now fading. "Never before was the

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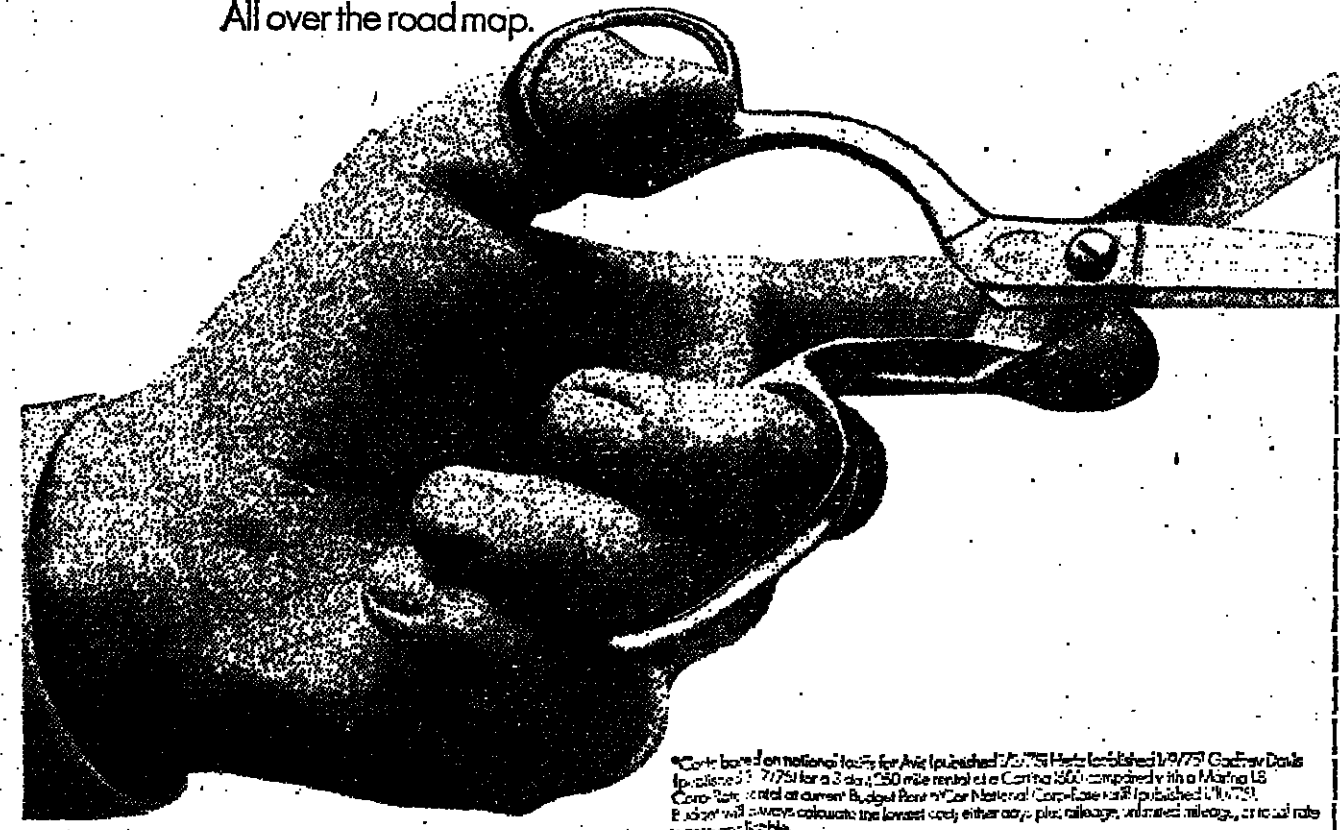
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OVERSEAS NEWS

Moroccan delegation flies to Madrid for new talks

A HIGH-LEVEL Moroccan delegation flew to Madrid today to resume negotiations on the Spanish Sahara, which Spain said were possible only because Morocco bowed to a Spanish demand to withdraw its civilian army from the region.

Prime Minister Ahmed Osman led the Moroccan delegation, including the Foreign Minister, Ahmed Laraki. The presence of Mohammed Karim Lamrani, director-general of Morocco's phosphate enterprise, indicated the talks would include the phosphate riches which make the Spanish Sahara a prize to whom ever rules it.

Meanwhile in Rabat the opposition newspaper L'Opinion reported that Egyptian President Anwar Sadat would arrive in Marrakesh today to mediate between Morocco and Algeria on the dispute.

Spanish Information Minister Sr. Leon Herrera Esteban disclosed that a Spanish envoy flew to Agadir last week-end to obtain the withdrawal of the march from the territory, an indispensable condition for the re-establishment of the climate of friendship and understanding necessary for the renewal of the talks.

The Information Minister said now that the marchers are pouring back over the frontier into Morocco, Spain was "well disposed toward resumption of the talks."

In its first official reaction to King Hassan recalling his marchers from the Spanish Sahara, the Spanish Government said it "took note with satisfaction" of the King's withdrawal speech.

In Agadir the Moroccan Information Minister, Taib Benhima, sharply denied "there was any secret agreement with Spain to withdraw. When we judged that the purpose of the march was achieved, we of our own initiative decided to apply a new remedy."

Benhima confirmed that the purpose of the march was to remain in Tarfaya during the Madrid negotiations. He denied this could be construed as more pressure on Spain. He and other Government spokesmen left vague whether the marchers would rush back into the Sahara if the negotiations failed.

In the Spanish Sahara, march organisers said it would take another two days to move what they said were 300,000 volunteers camped on Spanish soil.

The Spanish news agency Europa Press reported from the Sahara capital of El Aaiun that 51 Moroccan marchers ignored the King's withdrawal order and tried to sneak past Spanish minefields at the frontier. They were captured by Spanish soldiers and brought to El Aaiun where they "gave down their food given them."

In Algiers, the official news agency continued to publish statements from semi-official organisations condemning "the expansionist policy of Morocco" and promoting Algeria's wish for a UN-sponsored self-determination plebiscite in the Sahara.

UPI/Reuter

Eritreans undecided on British consul

BY NICOLAS DOWNIE

MARXIST guerrillas in Ethiopia say they are holding Mr. Basil Burwood-Taylor, the British honorary consul in the Eritrean highlands near Asmara—but are still undecided on ransom demands.

Mr. Taylor, 58, is a prisoner of the radical Eritrean guerrilla faction, the Popular Liberation Forces (PLF), and is being moved constantly by his captors to avoid detection by the Ethiopian army.

During the final stages of an 11-week uprising through rebel-controlled territory in Eritrea, he talked to the PLF central command chairman Isaias Afewerki, 29, and was told that no final decision had been taken on what should be done with the consul.

During an interview at the main PLF headquarters, he would not say exactly why the kidnapping was carried out. Guerrillas at the camp, however, described the consul as "anti-Eritrean."

Some also claimed that he had not accurately reported the Eritrean situation back to the British Government.

Isaias Afewerki revealed that Mr. Burwood-Taylor was being kept in the Hamaseen region of Eritrea which includes the Eritrean capital Asmara. The rebels have been fighting for the province's independence for the past 14 years.

A PLF central command meeting will be convened "sometime in the future" to take a policy decision on what to do with the honorary consul, the PLF chairman said. This nine-man ruling executive usually meets every three months but emergency sessions can be held for "important decisions."

Mr. Burwood-Taylor was kidnapped from Asmara on October 22—the second time in the past three years he has been snatched by Eritrean guerrillas. The first time he was held for an afternoon and shown rebel positions and weapons.

News that a guerrilla squad had kidnapped the consul was first heard in rebel headquarters on the BBC World Service. It was confirmed a day later—on October 24—when a PLF guerrilla commander told me he had received a field radio report that the consul was in their hands.

Some rebels told me there was little they could demand from the British Government. They said the consul would probably be released shortly without conditions. Other more radical elements suggested, however, demands were certain to be placed.

Soviets suspend Uganda relations

MOSCOW, Nov. 11.

THE SOVIET Union today ordered the Ugandan Ambassador and his nine staff members to leave the country immediately because of "insulting" behaviour by Ugandan President Idi Amin.

The "temporary suspension" of relations—a step down from a full break—followed Amin's demand for the immediate recall of Soviet Ambassador Andrei Zakharov.

Amin accused him of "criminal" meddling in Ugandan and African affairs.

John Worrall reports from Nairobi: The move followed another battle of words over Russia's intervention in Angola. Mr. Zakharov immediately left Kampala this morning on an East African Airways jet via Nairobi. Diplomatic sources in Kampala said it was not certain whether President Amin had actually broken off diplomatic relations with Russia.

Amin, as chairman of the Organisation of African Unity (OAU), has been incensed by Moscow's support for the Marxist MPLA in Angola. The note was delivered while Amin was holding a meeting with the OAU conciliation committee which was urging agreement between the three liberation movements and the formation of a Government of National Unity.

Referring to the formation of a joint Government by Unita and the National Front for the Liberation of Angola (FNLA), Senator Wilson Santos stressed that its aim was not the total destruction of the MPLA as a movement. He conceded that Unita and the FNLA were not "ideological allies" and claimed that their joint Government was simply a "patriotic alliance" to defend the territorial integrity of Angola.

He said Unita had more in common with the MPLA politically than it had with the FNLA. But the MPLA had severed ties with Unita when the latter refused to join in a campaign against the FNLA.

Questioned on the alleged use of mercenaries by the anti-MPLA forces, he affirmed that Unita "fights alone," but left open the possibility that its FNLA allies were receiving mercenary assistance.

About 30 African countries were ready to recognise the anti-FNLA Government, compared with only 12 who would align themselves with the MPLA, he claimed, adding: "We could get two-thirds of the world and the MPLA only one-third."

Anti-MPLA forces advancing, says Unita

BY PAUL ELLMAN

LISBON, Nov. 11.

ANTI-MPLA forces were advancing up the coast towards Luanda, a leading member of the National Union for the Total Independence of Angola (Unita) claimed here today. Sen. Fernando Wilson Santos, a member of the Unita central committee's political bureau, told an Independence Day news conference: "The Luanda Government is extremely transitory and will soon be overthrown."

His remarks coincided with an announcement that an aircraft carrying Portuguese delegations to attend the independence celebrations in Luanda had been diverted to Kinshasa because a reported bombardment of Luanda airport had made it unsafe to land there.

The Portuguese national airline TAP said a further attempt to land at Luanda would be made later today.

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Indian doctors retaliate

NEW DELHI, Nov. 11.

THE INDIAN Medical Council has decided to withdraw recognition of British post-graduate medical qualifications in the country with effect from March, 1977.

Announcing this at a Press conference today, Dr. B. N. Sinha, president of the Medical Council, said the implications of the decision was "that only such doctors as hold British qualifications obtained prior to this notification will be eligible for registration and practice in India. All British post-graduate qualifications granted after March, 1977, will cease to be recognised in India."

Although Dr. Sinha did not say so, it is thought the British decision to subject Indian doctors to language and other tests about their professional abilities has a lot to do with the decision of the Medical Council.

Describing the decision as "historic in the field of medical education in India," Dr. Sinha said the step had been taken "after very careful consideration and deliberation." It was taken "so that the national dignity of the country and valuation of the medical degrees granted in India have their proper status."

China backs Bangladesh regime

BY DAUD KHAN MAJLIS

DACC, Nov. 11.

CHINA HAS supported the new Government of Bangladesh. In a broadcast last night Peking Radio gave details of the mass and "unprecedented" people's support in favour of the new Government.

In the same broadcast China expressed its "warm" and sincere felicitations to the new President of the country, Justice A. S. M. Sayem.

Meanwhile responsibilities of important Ministries have been entrusted to the three deputy martial law administrators, while the President himself has retained the portfolios of defence and foreign affairs.

Major General Ziaur Rahman, Chief of Army Staff, has been made head of the Ministries of Information, Home Affairs, Finance, Jute, Commerce and Industries, and Education.

France prepares for Djibouti withdrawal

BY RUPERT CORNWELL

PARIS, Nov. 11.

THE FIRST steps will be taken shortly on a path which could lead to the independence of Djibouti, formerly known as the French territory of the Afars and Issas, the desert enclave and French base situated on the southern shore of the mouth of the Red Sea.

Already M. Olivier Stirn, the State Secretary in charge of France's overseas possessions, has indicated that Paris would consider pulling out, should the colony's 210,000 inhabitants clearly show such a desire.

Later this month Mr. Ali Aref Bourhan, head of the local administration, will be in Paris to discuss the issue. Independence will also be debated during the session of the Afars and Issas assembly which starts next week.

However, it has been the remarks of M. Pierre Messmer, Prime Minister from 1972 to 1974 and former Governor-General of France's overseas possessions, which have brought matters to a head.

He argues in a newspaper interview that a majority of the local populace want France to withdraw—that the 10,000 square mile territory has lost its strategic importance, and that events in Africa make it in France's interest to leave.

Djibouti has been French since 1888. Its value lay in its command of the Suez Canal and its position on the route to France's possessions in the Southern Indian Ocean. These now have gone, while neighbouring countries are keen for the enclave to lose its colonial status.

Somalia's rulers want Djibouti's independence, while the downfall and death of Haile Selassie has removed the greatest African supporter of a French presence. The regime now in power in Addis Ababa has different views, while pressure is mounting from the OAU.

Malaysian oil deal agreed

By Wong Suijong

KUALA LUMPUR, Nov. 11.

AN INTERIM agreement has been reached between Exxon and the Malaysian national oil corporation, Petronas, for a resumption of production and exploration activities in Malaysian waters.

Negotiations for a long-term production sharing agreement, which broke down in May, and which led to the suspension of drilling activities by Exxon, are expected to resume soon.

Under the interim agreement, Exxon will be allowed to increase production at its Tembungo field off the East Malaysian state of Sabah from its present 5,000 barrels daily to between 10,000 and 16,000 barrels daily.

Beirut's less-than-exclusive streets

BY IHSAN HIJAZI

BEIRUT, Nov. 11.

WITH THE Beirut combatants off the streets, a new kind of man has taken over: the pavement peddlers who have occupied the Hamra Street shopping centre and today moved in large numbers into the nearby Sanayeh area, which only ten days ago witnessed some of the fiercest fighting.

The peddlers arrived in cars and small lorries to display their merchandise on top of their vehicles or on the pavement—kitchen utensils to fur coats to transistor radios and colour television sets.

Some of the goods were said to have been looted, but most of the merchandise, obviously, belonged to the small merchants whose city centre shops were so recently destroyed.

However, this "invasion" by peddlers has posed a problem for the exclusive shops and boutiques, shops that were worth millions of pounds in goodwill and prestige alone. Hamra Street, a Leftist publication, has lost its bourgeois character.

Observers say the authorities may find great difficulties in getting the peddlers off the pavement because the Government must insist that the problem of their destroyed shops, in the heart of Beirut.

A delegation met the Governor of Beirut, Mr. Chafik Abu Haid, today. The Cabinet has authorised the municipality to carry out plans for rebuilding the devastated market places. With the dust of the Lebanese crisis settling down, more attention is being paid to economic problems. Press reports today that as many as 100,000 workers were threatened with unemployment.

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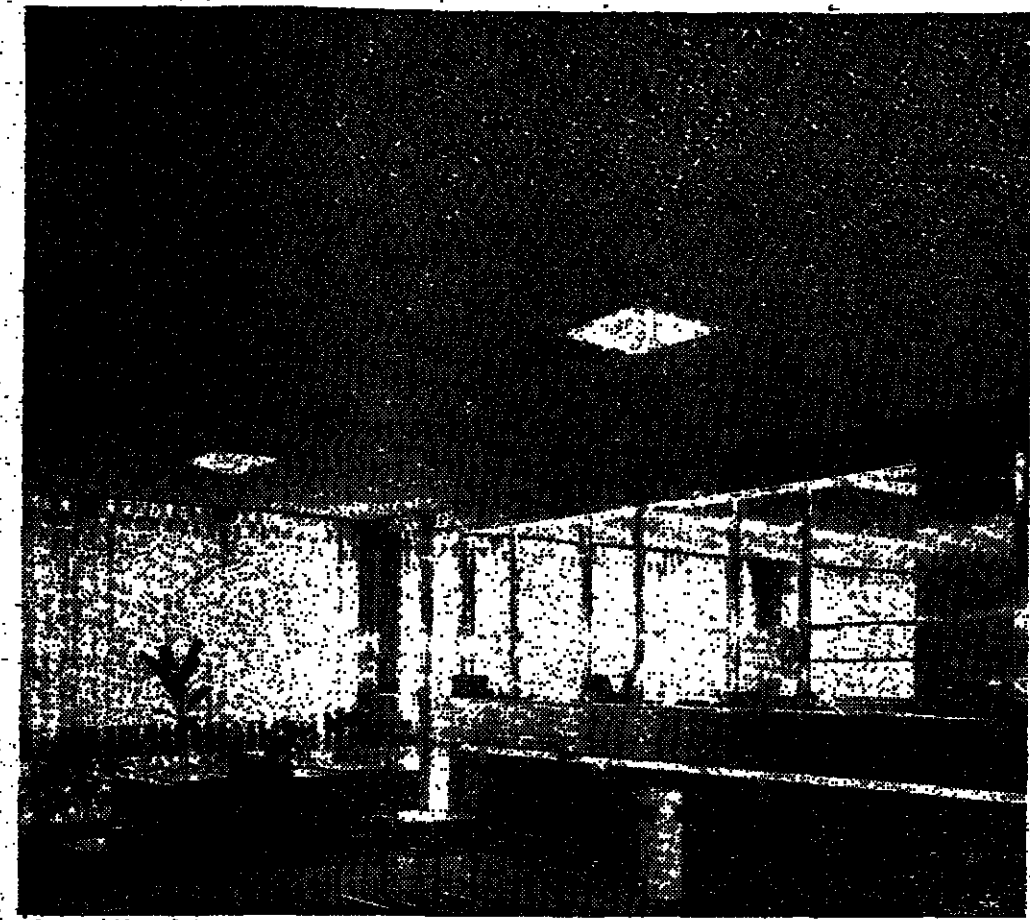
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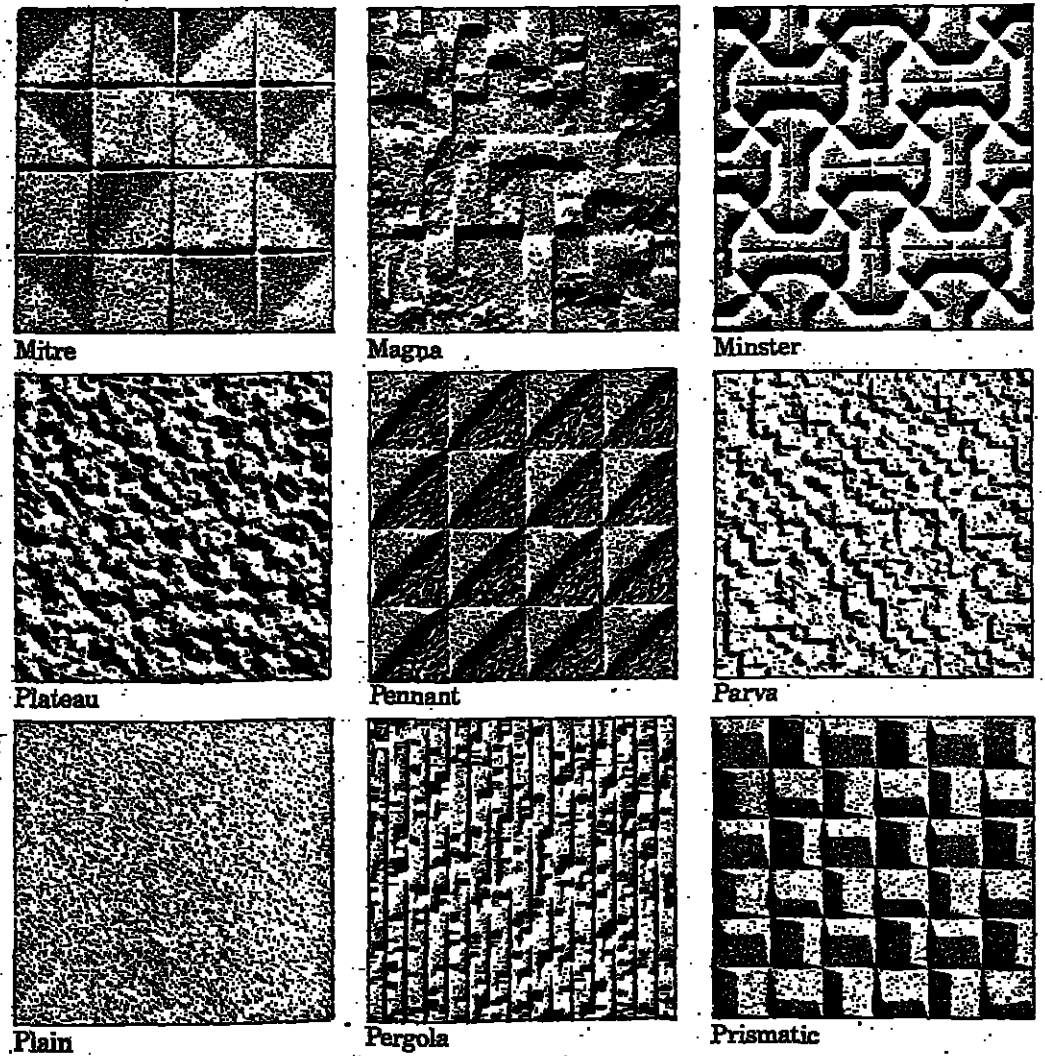


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DANUM is the one ceiling tile which goes further – much further. It is the most thoroughly engineered ceiling tile available today. You know property must be counted as a long term investment. Now there is a suspended ceiling tile which is an equally good long term investment.



DANUM is not just a pretty face

Design in ceilings has been, historically, a question of 'follow my leader.'

There was no good reason why designers and architects should have been inhibited – other than the fact that no-one manufactured a patterned ceiling tile.

DANUM has given the lead: a range of exclusive patterns and designs capable of producing the most striking monolithic appearances.

Design, however, is not our sole consideration. From day one our policy was to produce the definitive ceiling tile.

We argue that there is no advantage in dressing-up an old material in new disguises.

DANUM is a completely original material for use in the construction of suspended ceilings.

It is a thoroughly inert material produced from Perlite (expanded volcanic lava) and inorganic binders. Moulded and baked to a rigid panel it gives many great advantages over more conventional materials.



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You don't have to own the 'Towering Inferno' to appreciate that fire kills, or to realise that smoke is a greater killer.

No one can afford to take a chance – particularly with ceilings; indeed the legislative requirements for fire prevention in buildings are severe.

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With DANUM ceilings there is no problem – not only does it conform to every building and fire regulation, it is also absolutely zero rated for smoke emission in readiness for future legislation.

THIS CANNOT BE SAID OF ANY OTHER DECORATIVE CEILING TILE.

Water can also cost you a fortune

Whereas regulations demand that a suspended ceiling must be fire resistant, no such legislation exists regarding water.

It is a fact that is not widely broadcast that humidity can cause great damage to most ceiling tiles.

Look at it from our point of view:

The DANUM tile is totally unaffected by humidity or air temperature changes. It won't twist, buckle or warp under any of these conditions.

This has been proved in installations where a decorative suspended ceiling has never gone before: shopping precincts, swimming baths and solariums.

There are other, less obvious advantages. In offices with intermittent usage, or those left vacant for long periods, the fact that DANUM tiles are unaffected by humidity means that expensive heating in order to maintain static air temperature is not required, and in shopfitting final glazing can be left until after the ceiling has been installed.

There are so many other startling and unique facets of the DANUM ceiling tile that it is not possible to list and describe here, and now.

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You can see Danum ceiling tiles on Stand 184 at Interbuild Exhibition – Grand Hall Olympia November 12th to 21st.

HOME NEWS

Importers and Ford gain from Leyland shortage

BY PETER FOSTER

A SHORTAGE of British Leyland cars in the wake of the company's "Superdeal" campaign contributed to a sharp slump in its sales last month and to a powerful recovery in the importers' share of the U.K. car market.

In addition, it helped Ford to outstrip British Leyland's monthly sales figure for the first time.

As expected, Leyland's marketing incentives in August and September, which led to a 39 per cent. market share to the latter month, served to empty the showrooms of cars and also brought many sales forward. This meant that the company's penetration virtually halved in October to 22.63 per cent.

In all, 83,572 cars were registered last month, a drop of 12.8 per cent. on October 1972. This brought total registrations for the first ten months of the year above the million mark to 1,066, although this was 4.7 per cent. below the same period of 1972.

Ford, whose Escort was the month's most popular car, obtained 24.43 per cent. of the market and also had the second best-selling car with the Cortina—the company's highest market share for more than a year.

Compared with September, Chrysler and Vauxhall performed relatively well. Chrysler in-

U.K. CAR REGISTRATIONS									
	October 1973	%	October 1972	%	10 months ended October 1973	%	10 months ended October 1972	%	%
Leyland	18,915	22.63	29,439	30.81	335,624	31.57	371,294	33.26	
Ford	20,414	24.43	14,734	15.42	220,630	20.74	252,938	22.65	
Vauxhall	7,736	9.26	9,953	10.42	77,390	7.28	82,029	7.35	
Chrysler	5,392	6.45	9,005	9.42	71,630	6.73	102,598	9.18	
Total U.K.	52,726	63.09	63,485	66.43	709,052	66.46	813,878	72.88	
Renault	4,619	5.53	4,544	4.75	50,368	4.74	48,588	4.35	
Datsun	3,632	4.35	6,227	6.52	59,775	5.62	47,456	4.25	
VW-Audi	4,044	4.84	3,863	4.04	43,932	4.13	34,090	3.05	
Fiat	3,120	3.73	3,850	4.03	33,674	3.17	38,760	3.47	
Total imports	30,846	36.91	32,081	33.57	354,676	33.34	302,786	27.12	
Total	83,572		95,566		1,063,728		1,116,664		

creased its penetration by more than a half last month to 6.45 per cent., while Vauxhall's market share was almost doubled at 9.26 per cent. due to the continued success of the new Chevette.

Nevertheless, the adverse publicity surrounding the future of Chrysler following statements from its U.S. parent about a possible pull-out from the U.K. could have an impact on sales this month.

The importers as a whole showed a sharp increase in sales last month, taking 36.9 per cent. of the market against 27.8 per

cent. in September. However, at which there was an explosion of sales, the leading Japanese importer—following its declared policy of sales restraint, slipped to third place behind Renault and VW-Audi.

Datsun has promised that it will sell no more than 82,000 cars this year. However, it has already sold almost 60,000.

There were no foreign cars in the top ten last month and the top selling import was the VW Golf. Despite Datsun's voluntary restraint, the Suzuki and Cherry remained in the top 20, which also contained the two top-selling Renaults, the RS and the R16.

Upturn ahead says General Motors chief



Assurances that General Motors had no intention of pulling out of the U.K. came yesterday from Mr. Elliot Estes, president of G.M. pictured left with Mr. Bob Price, chairman and managing director of G.M.'s subsidiary, Vauxhall Motors. Mr. Estes said: "We have a big investment here and we expect to make returns."

He believed prospects of an upturn in 1976 looked good, and that next year would see a further modest recovery in car and truck sales. He felt Vauxhall's position in the U.K. car market was far stronger than that of Chrysler U.K. because of its stronger model range and better financial position of the parent company.

City £5m. boost for industrial property

BY QUENTIN GUIRDHAM

IN A further example of City confidence in industrial property development, Royal Insurance is granting a £5m. 10-year loan facility to Brixton Estate.

As part of the terms, Royal Insurance, which in 1966 lent Brixton Estate £3m. over 25 years, will be granted options to Brixton shares which, if all the new loan is drawn down, could increase its holding to 10.32 per cent. of the Brixton equity.

The loan may be drawn down over three years and the rate of interest charged will be 1 per cent. less than the gross redemption yield of 12 per cent. Treasury stock 1983, fixed at the date of each drawing.

The present rate on such a drawing would be 11.8 per cent. Brixton Estate said yesterday that the new facility is to enable the company to develop "first-class industrial schemes

which will assist in the modernisation of Britain."

At present, 35 per cent. of the company's £35m. development programme is abroad. Its main current U.K. development is its 100-acre estate at Dunstable, about one third developed so far.

Its present special interest, the company said yesterday, was in acquiring industrial land with planning consents granted before the community land scheme White Paper in September 1974.

Brixton's Estate's funding follows the raising of £10m. earlier this year by Slough Estates, £5m. through a Rights Issue and £5m. in a loan from Finance For Industry.

The other major private sector industrial property developer, Percy Bilton, receives long term finance from the ICI Pension Fund.

See Lex. Back Page

Explain 'profit' to workers, says Joseph

FINANCIAL TIMES REPORTER

A PLEA that companies should spend as much money on convincing their own workforce of the meaning of profit and the value of their work as they do on communicating with their customers was made by Sir Keith Joseph, chairman of the Conservative Party's Centre for Policy Studies.

Introducing a paper written for the Foundation for Business Responsibility, he argued that too much of society was now the victim of three central "myths": that profits are evil; that wage-increases come from "them"; and that cooperation with management would be treason.

In addition, new myths were now being created, among them the "myth" that Government can protect jobs without any cost and that employers were not prepared to invest.

Politicians had been especially responsible for these myths—including himself when in office—through their search for immediate solutions.

Although often with the purest of intentions, their desire for apparent action had been too little restrained by a civil service which, while academically well-trained, was not steeped in the business tradition; and by an academic world which, financed by the State, had virtually no concept of how wealth was created.

It was time that business set about explaining the role of profits in creating jobs and employment and tried to counter the attitude among some unions in resisting the introduction of "machinery, techniques and attitudes which could steadily improve real pay while benefiting consumers and savers at the same time, and releasing labour for satisfying unmet needs, commercial and non-commercial."

The paper, presented before an audience in London largely made up of businessmen, received general approval, although a variety of suggestions were made as to how communications would best be achieved.

U.K. energy cost up 50% despite cut in consumption

BY ROY HODSON

THE COST of Britain's energy supplies rose by more than 50 per cent. last year compared with the year before in spite of a 5 per cent. saving in energy consumption, says the Digest of U.K. Energy Statistics published today.

It reports that as the full effects of the sharp rise in oil prices was absorbed, the total British energy bill for the year rose to £8,500m. or £170 for every person in the country. A quarter of the spending was on fuels for use in the home.

The remainder was spent by industry, commerce, and the public services, and on transport. The three-day week between January and early March 1974, contributed to the 5 per cent. fall in energy consumption. Meanwhile, there was a fall of nearly 7 per cent. in petroleum product deliveries as oil prices rose.

Digest of U.K. Energy Statistics, SO, £6.60.

Ombudsman raps Home Office for TV licence muddle

BY JUSTIN LONG

THE OMBUDSMAN strongly criticised the Home Office yesterday for "inefficiency and lack of foresight" in its administration of the increase in TV licence fees earlier this year.

In a report, Sir Alan Marre, Parliamentary Commissioner for Administration, said his investigation into complaints over arrangements for overlapping licences—those taken out at the lower rate before last April—showed they gave the overlappers no unfair substantial advantage over other licence holders.

But he pointed out that there was a failure to issue instructions to Post Offices about withdrawal of advance renewal facilities simultaneously with the announcement of the increases.

More serious still, said the Ombudsman, was the failure to make clear to the public that they would not be able to avoid paying the higher fees by early, overlapping renewal of their existing licences.

He considered it "quite unfair" that a licence holder, who could quite reasonably believe that it was not illegal to hold a second licence, should not be given advance warning of the

ITV row over News at Ten switch plan

By Arthur Sandles

COMMERCIAL TELEVISION is involved in an internal wrangle over whether to move its highly rated News at Ten main news programme from its present time. Some programme companies want to see it sent out earlier, perhaps in full position to the BBC's main nine o'clock newscast.

Yesterday one of the leading protagonists in the "move the news" campaign, Mr. Jeremy Isaacs, Thames Television's director of programming, admitted that Independent Television itself was less than enthusiastic about any change.

Explaining his arguments in what he called the "News at Ten" debate he told the Broadcasting Press Guild that the present timing was a "serious obstacle to programme planning."

Because of the placing of the news, and the fact that there is a 9 p.m. embargo on "adult" programming, it was difficult to start any serious adult film or documentary lasting more than an hour before 10.30 p.m.

Superior

Any ITV move away from the 10 p.m. time is likely to provoke considerable opposition. News at Ten is widely accepted as being superior to the BBC main newscast and the arguments in favour of moving it are seen as giving more time for preparation and provides a one-hour news-gathering edge over the opposition—BBC.

In discussing other ITV events at the moment, Mr. Isaacs said that the Thames programme series about the Thames, "Thames at Ten," would not be continued into new series. There would be other changes, but Mr. Isaacs insisted that although there might be difficult economic times, ITV would prove that it was still possible to produce good programmes.

He said that the flow of revenue over the next few months would be such that when he sought the money for his 1976 programmes Thames would be able to provide it.

Granada's World in Action yesterday publicly withdrew his allegation that BBC coverage of the last General Election had been generally slanted against the party.

In a statement from Transport House Mr. Hayward said he accepted a report by Mr. Anthony Barker of Essex University that there had been no overall bias.

But he added: "During the last General Election I saw a number of programmes on BBC television which I considered biased against the Labour Party. I still consider them biased."

My judgments were apparently based on too small a sample. My comment that 'the BBC coverage was generally slanted against the Labour Party' has been proved unfounded."

Mr. Hayward said the party would be operating in a new study of television and politics to be undertaken by the C. S. Research at the University.

He said he hoped the inquiry would consider points he made about "a set-up in the media like puppets stage" and that the study help towards a better long relationship between the media and politicians.

Mr. Hayward said he backed the appointment of Barker to make his own study because he knew him to be "a highly political and not an impartial party politician," and saw a small proportion of total TV put.

He recalled in his state that in a speech to the conference last year, he political parties should elections "in our own democracy" and should not pad a set-up in which the political parties were being puppeted on a stage.

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Tyndale teachers feel 'victims of undue harassment'

BY MICHAEL DIXON, EDUCATION CORRESPONDENT

TEACHERS at the William Tyndale junior school rightly or wrongly felt they were victims of undue harassment by Mr. Don Rice, school inspector for the district, told the public inquiry yesterday.

The inquiry into the dispute between the school's managers and seven of its full-time staff being held in London before Mr. Robin Auld, Q.C. who will report his findings to the Inner London Education Authority. The Education sub-committee will then decide what disciplinary action, if any, to take on the report.

During the fifth day of the public hearing, Mrs. Fessa Moorhouse, counsel for the Islington school's managing body, continued her cross-examination of Mr. Rice.

Mr. Rice had already commented on a parents' meeting at the school in July 1974, when five of the teachers walked out saying they had done so because they were being personally attacked by people at the meeting.

Mr. Rice, who was there, disagreed with this explanation saying that no attack had taken place. The only attack had been on Mr. Terry Ellis, the headmaster, who had remained in the meeting.

The walk-out had occurred when a parent inquired whether the school was to continue an experiment allowing pupils to choose their own activities, being run by Mr. Brian Haddock, a senior teacher. Mr. Rice said he thought that this was a perfectly good educational question for a parent to ask.

In the following September the seven teachers involved in the dispute, including Mr. Haddock and Mr. Ellis, had sent a statement to the managers, which again complained of "vicious" personal attacks.

This statement described the Tyndale junior school as one of special difficulty, in a poor equipped decrepit building, with a preponderance of pupils with social and emotional learning difficulties.

This was a false description, Mr. Rice said. The school was not designated as one of special difficulty, it had the most equipment, and the building had a lot of money spent on it. There were some pupils with learning difficulties, the inquiry added, but certainly not a "preponderance" of them.

The teachers' statement went on to allege that certain actions, some of which were effectively nominees of the Labour Party, were involving a politically motivated campaign which included interfering with the school's running, approaching parents with unstarred allegations, and an extreme Left-wing sympathy among the teaching staff.

Mr. Rice replied that the teachers were concerned about the school but had not to his knowledge interfered in its running. He had heard of apparent bias made to parents, but no direct knowledge of a political campaign being waged against the teachers.

Mr. Rice said that he had satisfied himself that the plan for the school's curriculum, based on a "progressive" approach, was the teachers' own drawing up, the carrying out of which had not been successful.

His own experience was such an approach must be based on a sound knowledge of the school's curriculum, and taking account of the varying performance of staff, and he parents continuously informed. The inquiry continues tomorrow.

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'Different process' for new Flixborough plant

FINANCIAL TIMES REPORTER

CHANGES in the design system of the proposed new caprolactam plant at Flixborough to ensure that there would be no repetition of the mistakes which led to the explosion in June 1974 were promised at a public inquiry in Southampton yesterday.

Mr. John Roch, representing Nypro (U.K.), which wants to build another plant on the same site capable of producing 70,000 tonnes of caprolactam a year, said a different process would be used. Mr. Roch said the Factory Inspectorate had come to the view that the proposals would pose no exceptional risk to the surrounding area.

The inquiry was told that the explosion at the plant, in which 28 people were killed, had put 35,000 jobs at risk in the textile industry which drew some 20 per cent. of the total supplies of caprolactam required in the manufacture of nylon 66 from Flixborough.

The loss to the balance of payments had been around £60m. but if rebuilding was allowed, Britain would save an estimated £20m. a year. Mr. Roch claimed

that although there was a recession in the world textile industry, caprolactam prices were expected to rise and shortages to develop as the industry came out of recession.

The plant, he said, could be rebuilt and in operation at Flixborough within two years of obtaining permission. Another site would probably take 21 to four years, and the capital cost of rebuilding would also be substantially less on the present site.

The Flixborough site had the advantage of being a sufficient distance from housing and other industry—requirements not easy to find in Britain.

Mr. Rudolf Selman, managing director of Nypro U.K.—55 per cent. owned by Dutch State Mines and 45 per cent. by the National Coal Board—told the inquiry the company had taken the view that it would be wise to have a more spacious layout at the site.

Although the area will be more than double that taken up by the previous plant, the output would be about the same. He was

familiar with the plant in Holland at which there was an explosion last week but said there would be no similar processes at Flixborough.

The company had consulted fully with the authorities about development plans. It had issued brochures to local councils and residents' associations, and had also held meetings with parishes.

Referenda had been held of all those on the electoral register in each parish. Residents in Burton-on-Stather and Flixborough voted in favour of the proposals, but at Amcotts, where there was a 91 per cent. turnout, the vote was 68 in favour of the proposals and 32 against.

Mrs. Margaret Goulding, from Amcotts, referred to the death blast at a chemical plant in Holland last week, but Mr. Selman replied that in the new Flixborough plant such an explosion would not be possible.

"It is not in the nature of the process, even if it runs totally out of control. Many experts have agreed that our works will be very safe," he said.

Although often with the purest of intentions, their desire for apparent action had been too little restrained by a civil service which, while academically well-trained, was not steeped in the business tradition; and by an academic world which, financed by the State, had virtually no concept of how wealth was created.

It was time that business set about explaining the role of profits in creating jobs and employment and tried to counter the attitude among some unions in resisting the introduction of "machinery, techniques and attitudes which could steadily improve real pay while benefiting consumers and savers at the same time, and releasing labour for satisfying unmet needs, commercial and non-commercial."

The paper, presented before an audience in London largely made up of businessmen, received general approval, although a variety of suggestions were made as to how communications would best be achieved.

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Hopes rise for Bank lending rate cut

BY MICHAEL BLANDEN

HOPES of a cut in the Bank of England's minimum lending rate on Friday, leading to a general downward trend in U.K. interest rates, rose yesterday as market rates dropped further.

U.K. Treasury bills were trading at levels which would normally bring a drop in M.L.R. from its present 12 per cent. to 11 per cent. And in the gilt-edged market

LABOUR NEWS

Sanctions will mean no pay, Leyland warns workers

By Roy Rogers, Labour Correspondent

A TOUGH warning that British Leyland workers who join the growing trend of using sanctions to back their demands will no longer be paid, came yesterday from Mr. Geoffrey Whalen, personnel director of the company's car division.

The warning, in the company's newspaper, the British Leyland Mirror, coincided with the news that inspectors at the car assembly plant at Cowley, Oxford, are to relax their ban on week-end overtime imposed for a month ago support demands for a 40-hour week.

Mr. Whalen also appealed to workers to process their grievances through the company's agreed dispute procedure rather than walk out whenever "trouble cropped up."

Such a breach of procedure, he said, is a series of disputes have halted all Rover saloon car production for the past fortnight and which now threatens Range Rover and Land Rover production.

Yesterday 80 external drivers at the Solihull plant went on strike over an objection to the use of industrial engineers time and motion study men. Already 1,000 assembly workers have been on strike for two weeks over the introduction of industrial engineers and these were joined by 350 at Rover's axle making plant at Perry Barr, Birmingham, earlier this week.

Meanwhile, shop stewards representing 4,000 non-production workers at the Cowley body plant have dropped their demands for interim pay increases after being advised by their union officials that any such rise would have to be offset against the Government's 5% pay limit when annual negotiations come round next February.

The company had already rejected the claim, which was based on the increased cost of living since February's annual settlement.

Normal working resumed yesterday in the administrative blocks of the 593m. Ford Motor's car plant at Halewood, Liverpool, after a lightning unofficial strike of more than 200 clerical workers on Monday. But the men and women involved are to hold a further factory gate meeting tomorrow.

The dispute is over the payment of overtime to a non-union man when there was an official union ban on overtime. Car production was not affected.

Two stage deal for brick unions

By Our Labour Staff

BRICK WORKERS' union negotiators yesterday accepted a wage deal which means that the 56-a-week pay rise allowed under the Government's wages policy will be paid in two stages over the next four months.

This was agreed as a compromise between the employers, who claimed they could not afford the cost of the total 56 for a full year, and the unions which, in line with TUC policy, were insisting that the 56 was an entitlement and not a maximum.

The result—payment of 54.40 a week from this week and another 1.60 from the end of February—is intended to help spread the costs for the employers while placating the unions by eventually raising their members' pay rates by the full 56.

Such staging of pay rises is expected to prove popular with other private sector employers.

Brick employers—not including London Brick, which negotiates at another time of year—have already given a 23.85-a-week interim rise in July, just before the 56 policy was introduced.

As a result of yesterday's agreement, the 56 total will be a supplement on their existing basic rate of £34 a week.

AUEW, shipbuilders pay policy row likely

By Christian Tyler, Labour Staff

A ROW is blowing up between shipbuilding employers and the country's second biggest union, the Amalgamated Union of Engineering Workers over the application of Government pay policy to individual company negotiations.

At least two shipbuilders have struck local agreements with their unions which by-pass the provisions of their industry's present national wage agreement as far as overtime and shifts rates are concerned.

Faced with the complications of subtracting extra overtime earnings due under the national agreement from the 56 maximum rise allowed under the Government's policy, they have deferred those national improvements for the time being to make their own local negotiations simpler.

The majority of local shipbuilding company negotiations are still to come, and there are two more stages of the national agreement due this month and in February. Against this background the AUEW leadership yesterday launched a protest aimed at protecting the national rises.

Meanwhile, shipbuilding employers have been advised by their Shipbuilders and Repairers National Association to ignore the overtime provision of the national agreement and negotiate on a straight 56 basis so long as the Government's policy lasts.

There has been no such quarrel yet in the engineering industry. The Engineering Employers' Federation has told its members to honour the national agreement at all costs—although this could give individual companies administrative problems in working out how much money groups of workers will have left out of the 56 maximum for local pay rises.

Both shipbuilding and engineering national minimum rates are to be raised again by 54 in two weeks' time and by a further 2 in February.

Since most of the workers are on higher rates negotiated at company level, these national rises mainly influence overtime, shift working and holiday pay.

JEWELLERY REPORT

The Financial Times proposes to publish a Report on Jewellery on Saturday, 6th December, 1975. The following is an outline of the proposed editorial content:

Developments in the jewellery market over the past year, how it has ridden the current recession, which metals and stones seem to be the best value in terms of past performance. The wide range of really excellent designs available, British designers being among the best in the world. The flourishing market in old or antique jewellery.

We would point out that the contents and date of the Survey are subject to complete editorial discretion.

For further information and advertising details please telephone 01-248 8000, Ext. 201.

Public employees' union will fight spending cuts

By Our Labour Staff

A FURTHER warning to the players they should "pursue Government that trade unions in the public sector will stage a determined fight against expenditure cuts was delivered yesterday by the 55,000-strong National Union of Public Employees.

The union's executive said recent statements by Ministers and actions of employing authorities made it necessary to develop "a positive and broadly based campaign to defend the public services against any policies which will lead to a reduction in the labour force or a lowering of standards of service."

The statement recalled that the TUC congress in September had opposed cuts in public expenditure as "an intolerable attack on working-class living standards."

The executive told the union's 1,800 branches throughout the country that NUPE members should take action in two areas:

First, using the normal negotiating machinery with employers to ensure that public services should be maintained at a level consistent with the needs of the community.

At workplace level, NUPE stewards have been instructed to co-operate with other unions in opposing expenditure cuts.

The NUPE executive made it clear that its policy is designed not only for the immediate future. It referred to recent statements by Mr. Denis Healey, Chancellor of the Exchequer, that the Government intended to exercise continuing control over public expenditure as a feature of economic policy. "It is important that the union uses the present situation to develop a campaign which, while opposing current threats to the public services, can be extended to meet whatever threats we may face in the future."

Action spreads against breakaway power union

By Our Labour Staff

ACTION is spreading against Perrybridge Power Station in members of the Electricity Supply Union in the generating industry for not belonging to one of the four TUC-affiliated unions "under recognised by the employers' dures." Otherwise they would be under a closed shop agreement, face dismissal.

A spokesman for the ESU said yesterday:

Six ESU members at Hams Hall Power Station, Sutton Coldfield, and seven in Nottingham had been given until November 13 and November 24 respectively to join one of the four unions.

Mr. Bill Sarvent, general secretary of the ESU, who has already been dismissed from against the ESU.

Mr. Sarvent said he was in possession of the minutes of discussion at a joint industrial council in one district, which he refused to name, setting out the procedure for acting against ESU members. This proved "beyond doubt" that the employers and the four large unions were "ganging up" against the ESU.

North to spend over £1m. to create employment

By Our Labour Staff

JOBS FOR nearly 1,000 people at a cost of just over £1m. have been approved by the northern region of the Government's new job creation unit. Some 50 schemes have been sent forward to London for final approval.

The northern region has already taken a lead in job creation, with £381,000 of grant approved for schemes employing 310 people—mainly school-leavers.

Nationally, just over £1m. has already been approved by the Manpower Services Commission for 32 schemes—five of them now under way—employing 855 people. The programme has been allocated a total of £30m.

● Norwich City Council is to consider a scheme for some of the city's 4,000 unemployed under which they would help repair and restore a few of its 30 medieval churches.

Doctors tough line over leaders

By Our Labour Staff

MILITANTS among the country's 19,000 junior hospital doctors are staging increasingly determined attempts to oust some of their leaders in the British Medical Association for allegedly selling out to the Government in the dispute over overtime pay.

According to a spokesman for the junior doctors in the North West, by far the most militant region in the country, BMA leaders are resisting requests for a meeting of the junior doctors' "group council" which can vote members off the 13-strong executive committee.

TSB 'agency shop' pact

THE TRUSTEE Savings Banks Employers Council has agreed in principle with the National Union of Bank Employees for the setting up of an "agency shop" covering the 13,500 or so TSB staff.

This will mean there will be a contractual obligation on branch managers and clerical staff to join NUBE and pay contributions to the union or an equivalent sum to a specified charity.

NUBE had an "agency shop" agreement with the TSBs, but this lapsed when the 1971 Industrial Relations Act was repealed.

Chapple calls for EPTU votes against Left

By Our Labour Staff

MR. FRANK CHAPPLE, general secretary of the Electrical and Plumbing Trades Union, has appealed to his union's 420,000 members to help defend the Labour Government against Left-wing extremists by voting in forthcoming elections for six seats on the union executive.

Writing in the latest edition of Contact, the union's journal, Mr. Chapple said that having failed to win political support, Communists and Trotskyists would try "through the unions to make the Government's economic policy unworkable."

Several members of the EPTU executive face a strong Left-wing challenge in the elections, balloting for which will start towards the end of November.

"In these times of trial for our Labour Government and our democratic system, our members must stand up and be counted in the community and on the shop floor," Mr. Chapple declared. "But above all they should use their votes in the executive council election."



Isn't it time you saw the wood for the trees?

Wherever you look at the moment, everything seems to be costing your company more than it has ever done. So, very obviously you look for ways to make economies.

But will they always be the right economies?

For instance, cut back too severely on training schemes and you could be cutting your own throat.

Because carefully thought out training programmes can get workers to do a job in the best possible way.

Ways that cut down on material waste.

Or assembly time. Or speed up export procedures.

And you keep your company healthy during the recession. And strong enough to cope when we pull out into a better economic climate.

The Industrial Training Board for your industry can help you organise your own systematic training tailored to your needs. Either for full-scale training schemes or specific training programmes.

Make use of the bank of experience and understanding which Boards have built up working with their industries.

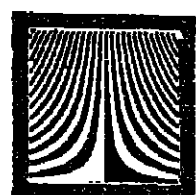
Each Board consists of key employer, trade union and education members of their industry.

Seek the Board's expert advice. They can help you with your problems. Sometimes they can help with grants too.

For your company's sake—think about training.

TRAINING SERVICES AGENCY*

*An executive arm of the Manpower Services Commission.



The Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHOETERS

● AUTOMATION

Non-stop welding of complex parts

ESAB's machine division, which anticipates that sales in the forthcoming year will lie between £35m. and £40m., believes that in its first year of exploiting robot technology in conjunction with ASEA, it will sell as much as £5m. of robot operated welders. This is despite the fact that the sales campaign began in earnest only a few days ago.

The market has been thoroughly tested, at Olympia and the recent offshore event in Aberdeen with a total of 150 reasonably serious inquiries registered. Firm orders booked so far total ten but there are many more in the pipeline, particularly from Europe.

West Germany is likely to be the major outlet for the advanced Swedish equipment which embodies two years' work at ESAB on fully automated techniques and at least six at ASEA on robots.

Offered at the moment is what some might be tempted to call de luxe equipment since it com-

prises the controller, the robot and a highly accurate positioner. The robot can place the welding electrode with an accuracy of 0.2mm while the positioner, with its 500 kg capacity, can repeat to within 0.1mm. This is a good deal better than needed for most welding applications, but the work which results is of the highest standard.

Tiny controller

Duty cycle achievable with the equipment, which has data feedback from positioner and weld head to the tiny controller in the robot command unit, is between 80 and 95 per cent, compared with 30/35 on manual. Fume control is exceptionally good and quality on weld after weld is consistent.

There is a possibility that with more complex problems, two robots could work in conjunction to present to the weld head difficult workpieces which needed to be rotated through difficult arcs to get to the seams which had to be welded.

In the meantime, ESAB is considering the development of a standard package for the smaller workshop where the robot could be trolley-mounted. Further ahead are projects in which the much larger 120 kg capacity ASEA robot just announced would be used.

Whatever may ensue, it is already clear that the ease of programming the ASEA robots, which are taught their jobs simply by taking them step by step through the sequence they will thereafter perform on demand, has impressed ESAB technicians and there will undoubtedly be a cross-fertilisation between the control departments of the two companies. ESAB is supplying eight gigantic automated chain welding machines at £300,000 each to the Soviet Union capable of coping with 16/33mm thickness chain and it would appear that robot technology could play a considerable part in the future development of equipment such as this.

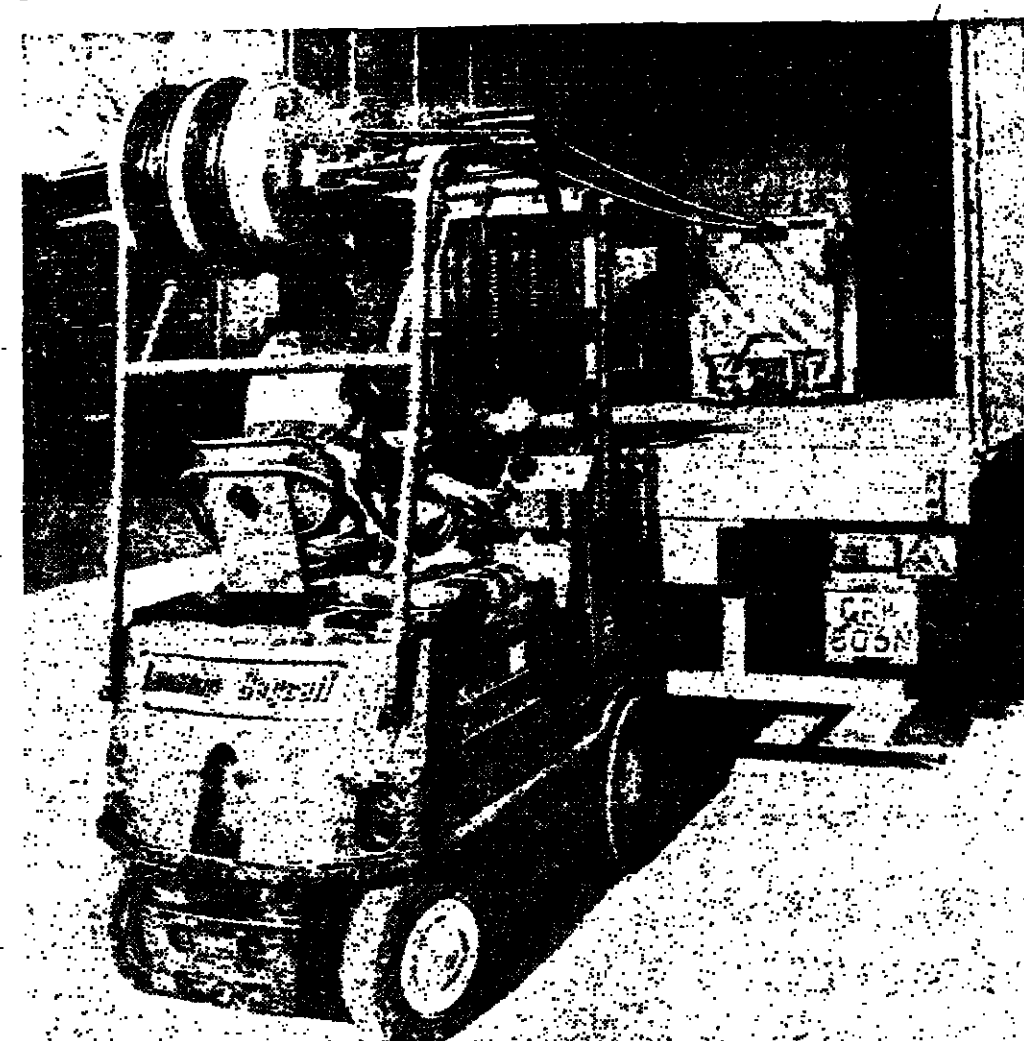
One of the main sections at

ESAB, Laxa, is its custom-building department where a great deal of the manufactured equipment is semi-automatic. Addition of a robot to many of the items from this shop would complete the automation cycle.

Robots are likely to appear in European factories very quickly over the next few years because of the difficulty of getting trained staff for arduous work in conditions of heavy fume, high heat and other discomfort. When it is also realised that the robots can operate at welding equipment and produce, quite a complex workpiece in three minutes against 15 minutes by manual methods and go on doing this 24 hours a day if need be, there is good cause for engineering companies to take stock of what they are now doing manually and assess the effects on them of a wholesale adoption of full automation by the competition.

ESAB, Herkulesgatan 72, Box 8850, 402 71, Gothenburg, Sweden.

● HANDLING



Fork lift has long reach

AT GILLETTE Industries' Reading factory, the company is pioneering the use of a British invention which it considers promises a big step forward in the mechanical handling of goods.

Called the Satellite, the machine is the invention of Mr. Dennis Miller. It is being manufactured by Stanmill, Whitchurch, Hants. Basically, it is an attachment to a fork lift truck enabling goods to be moved independently of the truck over a distance of up to 40 feet and with lateral movement within an angle of 15 degrees.

Its primary use is in the loading of container trucks. The Satellite arrives at the back of the lorry with its load, detaches itself from the fork lift truck, takes its pallet to the front of the lorry, stacks the goods and returns to the fork lift truck.

It is manipulated by two hydraulically operated cables mounted on the fork lift truck and guided from the driving seat.

A fork lift truck uses the Satellite, a device for loading goods into vehicles from a distance.

Said Mr. Peter Caine, the Gillette stock control manager: "It used to take us 40 minutes to load a container lorry using a fork lift truck operator and three loaders. With the Satellite a lorry can be loaded by a fork lift truck driver and one assistant in 30 minutes."

Seven prototypes of the Satellite are at present in operation in the U.K.

Automated Container Loading, Environment House, Farraday Way, Orpington, Kent, has been set up to manage the marketing and distribution of the invention.

● COMPUTERS

Engineers' simulator

GENERAL purpose simulation of simple or complex digital systems is being offered on a time-sharing basis by Atkins Computing Services.

LOGIC is designed to permit simple data entry and input format by all levels of engineering staff.

After only a couple of hours

of training, an electronics engineer—with no prior knowledge of computing or programming techniques—can make effective use of the service.

Because the program can simulate up to 500 blocks, each of which may have up to eight inputs, large systems can be simulated simply and with a high degree of precision.

Atkins Computing Services, Woodcote Grove, Ashley Road, Epsom, Surrey, Epsom 24981.

Disc-based micro is available

DIGITAL has introduced the first disc-based version of its PDP-11/03 microcomputer with operating system and higher level languages.

The PDP-11/03 low-end real-time system is built around Digital's recently introduced LSI-11 microcomputer, which uses the 400 item instruction set of the PDP-11/40.

The standard PDP-11/03 controls dual floppy disc drives as a mass storage device and offers users the choice of either keyboard terminal printer or a video terminal as input-output communication devices. Standard software is the RT11 real-time operating system which allows users the option of using FORTRAN IV or BASIC as a higher level language.

Digital is at King's Road, Reading, Berks. (0734 583585).

Printer has own micro

ENGINEERING division of Exchange Telegraph is to launch a new microprocessor-based, high-reliability, impact-printer terminal, the Extel 300, at the COMPEC '75 Exhibition (West Centre Hotel, London, S.W.6, November 25-27, 1975).

Intended to provide remote computer users with a universal data terminal, the Extel 300 produces variable-width typewriter quality output in a variety of styles. The built-in microprocessor allows adaptation to meet special user requirements and to provide compatibility with most other computer systems.

Exchange Telegraph, 73, Scrutton Street, London EC2A 4PB. 01-739 2041.



● MANAGEMENT

Award for innovation

TECHNICAL Development Capital (TDC) is awarding £10,000 to potential entrepreneurs in the U.K.

£5,000 will be awarded to the individual or team submitting the best business plan and up to a further £5,000 will be made available for runners-up.

Closing date for entries is February 25, 1976 and entry forms can be obtained from TDC at 91, Waterloo Road, London, S.E.1. TDC is the venture capital arm of Industrial and Commercial Finance Corporation.

● RESEARCH

Nuclear batteries

THE first production order for 100 nuclear-powered pacemakers for people suffering from certain types of heart trouble has been placed with the Harwell Atomic Energy Research Establishment by the Department of Health and Social Security.

Conventional pacemakers with chemical batteries have to be replaced surgically about every three years, but prolonged trial have shown that the implantable lifetime of the Harwell unit could reach ten or even 20 years.

Under the present contract (worth about £185,000) including development costs Harwell will prepare the heat producing nuclear sources, each containing less than a fifth of a gram of plutonium oxide, as assembly them with the miniature thermocouples, the strong metal housings to for the nuclear batteries that power the pacemakers.

At the request of the DRS Harwell has also undertaken an interim period to assemble 100 pacemakers in which solid state converters and electronic pulse generators (formerly also made at Harwell) will be connected to the battery.

The isotope plutonium 238 has been chosen for the heat source because its power output falls only one per cent per year, as its radiation, mainly alpha particles, requires the minimum shielding for implantation. The isotope is specially prepared by the pacemaker batteries and markedly different from the very long-lived plutonium isotope associated with nuclear weapons and nuclear fuel, the author says.

It is understood that a fourth order for 300 batteries will be placed. The pacemakers will be available for selected clinical trials.

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Tandy Corporation (Branch UK)
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Former TV man for Tory publicity

OPPOSITION leader Mrs. Margaret Thatcher, yesterday announced the appointment of Geoffrey Johnson-Smith, MP for East Grinstead, to a leading role in developing the party's publicity and communications.

Mr. Johnson-Smith, formerly an information officer in the diplomatic service, built up a reputation as a broadcaster and television personality and interviewee before entering Parliament.

Regional grant time limits

FINANCIAL TIMES REPORTER
TIME LIMITS for the acceptance of applications for regional development grants were outlined by Mr. Gregor Mackenzie, Minister of State for Industry, in the Commons yesterday.

He said it was intended that a grant should be made on sets provided before April 1, 1974, unless an application is received by the Department on or before April 1, 1976.

Mr. Mackenzie stated that for the period beginning April 1, 1974, and ending on March 31, 1975, applications should be received by April 1, 1977.

"Thereafter until further notice applications should be made not later than the end of the quarter during which the asset is provided."

Theatre opens next March

THE NEW National Theatre building, expected to be opened by the paving next March, is said to be in the Commons yesterday.

Steady progress was being made on construction, and rehearsals for early productions were already taking place, he added.

PM's searing words

BY PHILIP RAWSTORNE

MR. HAROLD WILSON raised some political heat from the members of the Parliamentary session yesterday—scorching Sir Keith Joseph, the Chrysler management and the Scottish Nationalists in rapid succession.

The Prime Minister had scarcely got to his feet before Mr. John Tomlinson (Lab., Meriden) was inviting him to turn his attention to Sir Keith's interview with the New York Times in which he chose to indulge in slinging mud at his country.

More in sorrow than in anger, Mr. Wilson agreed that Sir Keith appeared to have followed Mrs. Margaret Thatcher's lead and to have fallen from his usual high standards in besmirching Britain.

"Political bile is one thing for our domestic exchanges," he said. "But it is a singularly unattractive form of export abroad."

Especially galling, he agreed with Mr. Emyln Hoosen, from someone whose reforms had actively encouraged the growth of bureaucracy, public spending, and public borrowing.

Sir Keith was absent—and apart from a brief counter from Mr. Ian Lloyd (C., Havant), no one exactly sprang to his defence. But other targets were soon being exposed to the Prime Minister's searing tongue.

It would be better if he said nothing about Chrysler, he told MPs—but under

pressure, quickly changed his mind. "The situation which we have been presented with is something which—when all the facts are known—will turn out to be distasteful to MPs in all parts of the House," Mr. Wilson declared.

"It was not until last week, we realised there were Luddites on both sides of the situation—management and ownership as well as on the other side." The Government would make a full statement as soon as possible, Mr. Wilson concluded just as he appeared to be starting.

But Scottish Nationalist, Mr. George Reid, maintained the temperature by demanding that the Government should not sacrifice the workers at Chrysler's Linwood plant to ensure employment in Coventry.

That brought protests from both Labour and Tory MPs—and a scathing comment from Mr. Wilson about the SNP's "carried crows hoping there will be some pickings for them."

Before the SNP tried to create any more grievances, they should settle their own differences about self-government for Orkney and Shetland, said the Prime Minister. Until they did, there was a danger that they would end up with no authority and no oil.

From the enthusiasm with which both sides of the Commons joined in the taunts, few at Westminster would grieve about such an outcome.

'Political bile' by Sir Keith

SIR KEITH JOSEPH was attacked by the Prime Minister in the Commons yesterday for exporting "political bile."

Sir Keith said in an interview in the New York Times that Britain was slipping into socialism.

Mr. Tomlinson (Lab., Meriden) said that Sir Keith had chosen to indulge in slinging mud at his country abroad.

Mr. Wilson replied: "Political bile is one thing for our domestic exchanges, but it is singularly unattractive form of export abroad."

"I was sorry to see Sir Keith, who has high standards, following the lead given by his leader and throwing mud against his own country—to use his own words."

Mr. Wilson had been questioned by Mrs. Lynda Chalker (C., Wallasey) on Government policy over the separation of the private sector from the National Health Service.

Mr. Wilson said Mrs. Chalker

should ask the Social Services Secretary (Mrs. Castle) about any specific issue she had to raise. The Opposition had been "singularly ineffective" in a recent debate on social services.

Liberal spokesman Mr. Emyln Hoosen said that the "Achilles heel" of the whole health system appeared to be its administrative costs.

Mr. Wilson replied that looking at the public sector borrowing requirement, responsibility for high costs rested with the Tories.

Mr. Ian Lloyd (C., Havant and Waterloo) said that as Mr. Wilson was concerned with political bile, he should consider the attitude of two hospital porters in Portsmouth who were "prepared to carry their politics to discriminate between the dead."

Mr. Wilson said he knew nothing of this case. "I would express the same revulsion against any political act which discriminated against the living or the dead."

Land Bill given no peace

BY JUSTIN LONG, PARLIAMENTARY CORRESPONDENT

THE OPPOSITION last night launched what is expected to be the final onslaught on the Community Land Bill as the Government pressed the Commons into the task of dismantling over 20 major amendments made by the Lords to this controversial legislation.

Mr. Timothy Raison, "shadow" Secretary for the Environment, condemned the Government for "sordid" treatment of the House in the inadequate time given for consideration of the amendments in the "dying stages" of the Bill.

Mr. John Sillkin, Minister for Planning and Local Government, counter-charged the Tories with finding new ways of delaying the legislation, and as MPs clashed over the provisions for taking development land into public ownership, preparations were made for a late night sitting.

With the Government anxious to have the Bill ready for Royal Assent today, the last day of the present session, Mr. Raison accused Ministers of mis-managing their business.

The Bill had been brought in too late in the session, Mr. Raison maintained. It was badly constructed, badly drafted and contained so much that was objectionable that the Government itself had had to make a vast number of changes.

But in spite of those changes

the Bill remained unacceptable, said the Opposition spokesman, and he reiterated the Tories' firm pledge to repeal it when next in power.

The Government only narrowly warded off defeat when Ministers carried by a majority of five (271-266) rejection of a Lords amendment to remove from the scope of the Bill the building of a single dwelling house.

Mr. Frank Allaun (Lab., Salford E.) was given leave to introduce his Mortgage Income Earnings Bill which would require building societies to lend annually 10 per cent of their advances at reasonable interest rates to local authorities. He promised to reintroduce the measure in the new session.

Mr. Allaun said that the Government, as part of its economy cuts, had recently told local authorities to reduce the amount they lent to would-be house-buyers to half of what they lent in the previous financial year, which was £520m.

As a result many councils were having to turn down every application for a mortgage, however desperate a family might be. At the same time, the building societies were "bursting with funds."

Referenda refused

NEW DEMANDS by MPs for referenda on the devolution issue were rejected by Mr. Edward Short, Leader of the Commons yesterday.

Mr. Short, the Minister responsible for formulating proposals for Scottish and Welsh assemblies, turned the suggestion down in Commons written replies.

NEW STAMPS BY THE ROLL

ROLLS OF 500 stamps in 64p or 81p denominations will go on sale at most post offices from December 10. The 64p roll will cost £32.50, the 81p roll £42.50. They will also be available from post office philatelic counters and the Philatelic Bureau, Lothian House, 121 Lothian Road, Edinburgh EH3 9BB. The rolls will be suitable for use with the newer type of stamp affixing machines used by businesses.

Goodman claims Press charter deal agreed—then dropped

THE GOVERNMENT would invoke the Parliament Act to get its "Press Freedom" proposals through, Lord Shepherd, Leader of the House, told the Lords yesterday.

His warning followed an over-right bid by Lord Goodman to reach agreement on the Trade Union and Labour Relations (Amendment) Bill.

Lord Goodman, who proposes a legally-backed Press freedom charter said that agreement had been reached with the Government at 2 a.m., but at 9 a.m. the Government had withdrawn from it.

Lord Shepherd, in a final plea to peers not to press their amendments on the charter warned that the consequences of insisting would be "very grave indeed."

"To force a clash between the two Houses of Parliament could place the growing co-operation which has developed between us in the gravest jeopardy."

Lord Shepherd added: "We shall take the necessary steps in the next session of Parliament to ensure this Bill's Passage. It would be in its original form but with certain amendments agreed by both Houses."

Describing his late-night talks with the Government, Lord Goodman said that the breakdown of negotiations had stemmed from the Government's refusal to accept that the charter should include provisions setting rights of journalists not to be arbitrarily or unreasonably excluded or expelled from a trade union.

He had also wanted "some form of legal remedy for journalists unreasonably excluded to enforce their rights."

"If the Government decide to make a constitutional issue on this matter, the fault is theirs," he declared.

But Lord Shepherd stressed that the Government had stated that it would act if there was a threat to the independence of the Press. "Such legislation would require most careful consideration."

He suspected it would be more substantial in detail than amendments proposed by Lord Hailsham and Lord Goodman "which are obscure and ill defined."

Lord Shepherd warned: "As

drafted, these amendments could cause grave consequences to the Press and their very presence might cause reactions which, in the interests of the Press, we should seek to avoid."

The freedom of the Press depended on the determination of all within the industry to ensure its independence.

"Owners and editors, if embattled by hostile journalists, even supported by the law, in my view, could not endure it."

He urged peers to accept the Commons proposal that matters relating to the freedom of the Press should include "such matters as the avoidance of improper pressure to distort or suppress news, comment or criticism, the application of union membership agreements to journalists and, in particular, the right of editors to discharge their duties and to commission and publish any article, and the question of access for contributors."

Lord Shepherd said that if the Lords amendments were accepted they would be seen by the trade unions as an editors' and owners' charter. "We would be back exactly in the old Industrial Relations Act situation with all the bitterness and lack of co-operation that would involve."

"I cannot imagine a more certain recipe for further weakening of the Press and the certain loss of more newspapers."

Lord Goodman, who is chairman of the Newspaper Publishers' Association, said that Lord Shepherd had spoken with great sincerity but positively Himalayan irrelevance. He had made every effort to seek a way in which he and the Government could meet but "the Government has not budged an inch, not a millimetre."

After hearing that an approach might be made to him, he had sought out the Government to see if there was any proposal.

"We were negotiating until well into the early hours this morning." In his belief, agreement had been reached on the legal matters.

A suggestion had emanated from the Government which his side had accepted, subject to a



Lord Shepherd "Time for reconciliation"

slight change in wording. "That suggestion, made at 2 a.m., was withdrawn at 9 a.m. It was withdrawn because of the obstinacy of certain individuals or people."

He wanted everyone to vote on his own conscience. If nobody followed him into the lobby he would be glad to go there alone.

Dealing with the "essential safeguards" of a charter Lord Goodman said that the one to which he had particularly drawn attention and on which negotiations had broken down, was the right of journalists not to be unreasonably and arbitrarily excluded or expelled from trade union membership.

Lord Hailsham said that the Government had from first to last taken the stance that the Press Charter should be left entirely to the industry as something which it was their business to decide and nobody else's.

"If we are to have a charter of this kind, the minimal requirements of that charter are something with which the people, and therefore Parliament, are intimately concerned because the freedom of the Press is not a private matter to be debated between the various organs within the industry."

Chrysler story 'distasteful'

THE CHRYSLER situation would turn out to be distasteful to MPs in all parts of the House when the facts were known, Mr. Harold Wilson, the Prime Minister told the Commons yesterday.

In a biting phrase he referred to "Luddites on both sides"—management and ownership as well as the other side.

Questioned by MPs on the emergency facing the company, he told them: "I would have hoped it might be possible to say something before the prorogation. I do not think it will be."

But he promised: "The Government will make a statement at the earliest possible moment. The situation we have been presented with is something which will turn out to be distasteful to MPs in all parts of the House."

Mr. Douglas Hurd (C., Mid. Oxon) claimed it was becoming clear that no-one within the CBI or abroad would take the Government's new industrial strategy seriously "if the first action is to prop up a failure like Chrysler."

Defending the new strategy, Mr. Wilson admitted there were differences between the TUC, CBI and the Government in the Chequers talks. But the objectives were accepted and the proposals had been greatly welcomed.

He told Mr. Patrick Duffy (Lab., Attercliffe) that world trade picked up, Britain would be in a stronger position than for many years to take advantage of increased opportunities abroad.

Mr. George Reid (SNP, Clackmannan and East Stirling) said where he demanded that the policies adopted for Chrysler workers at the Linwood plant should not be sacrificed

to ensure continuity of employment in Coventry.

This drew an angry response from Mr. Norman Buchan (Lab., Renfrewshire W.) who said that the shop stewards at Linwood would "strongly depreciate" that kind of political remark.

Mr. Buchan told the Prime Minister that the shop stewards "are not too keen that money should necessarily be wasted in proppping up that Corporation. They would much prefer it was used to take it over."

Mr. Malcolm Rifkind (C., Pentlands), said that Scottish people were getting fed up with the "spurious attempts" of the SNP to create alleged grievances between them and people elsewhere.

He demanded that the policies adopted for Chrysler should be fair to all the people in the U.K.

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-R.T. Wilcox, Chairman of R. Perry & Company Limited, Birkenhead.

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The second development was in the leisure side of sailing, when R. Perry & Company set up their first yacht centre at



C. J. Kay, Director; Peter E. Booth, Managing Director; K. Munford, Director.



Liverpool 14 years ago. The venture was so successful that a second was set up at Manchester in 1967, and a third at Birmingham in 1972. These centres provide equipment of every kind for the yachtsman.

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The Executive's World

EDITED BY JAMES ENSOR

Robert Sarnoff, chief of America's troubled electronics giant, resigned last week. Jay Palmer reports:

RCA's 'brilliant gambler' makes his last throw

INTERVIEWED BY AN American business magazine last year, Robert Sarnoff, the chairman of RCA, declared that "the function of a chief executive is the management of management. My own basic philosophy," he added, "is to seek to avoid surprises." Last week, however, Mr. Sarnoff got what must have been the surprise of his career.

Returning from a four-week overseas business trip, Mr. Sarnoff went into last Wednesday's regularly scheduled RCA board meeting as chief executive of the huge communications conglomerate. When he left 5½ hours later, the directors issued an unexpected and astonishingly blunt statement announcing his imminent resignation "for personal reasons."

Although RCA has drawn a veil of secrecy over the events of that meeting (and none of the directors are talking), all the available evidence suggests that Mr. Sarnoff's departure was less than voluntary. Only a week before he went abroad, he presided over a top level management reshuffle which appeared to increase his authority and, at 57, he remains well below the statutory retirement age of 65.

Talk of a "palace coup" and a "bitter board room struggle" is supported by the untypical baldness of RCA's resignation statement. It was brief and to the point, containing none of the complimentary language or regrets which might have been expected for the son of the late General David Sarnoff, who headed RCA for 40 years.

By way of contrast, when the General himself resigned at the age of 77 in 1970, the company could hardly have been more effusive in its public praises. The official release spoke of his "visionary leadership," his "unique abilities" and "our sincere regard and affection . . . for loyal and devoted service."

In a sense it is only fair that Robert Sarnoff's going should

Computers

RCA had drifted casually into computers as a natural extension of its technology under General Sarnoff in the early 1960s as number six or seven in a field of no more than eight companies. But the division never really added up to much until Robert reached the conclusion in 1968 that RCA needed new, fast growing and profitable business to pick up the slack.

He decided that the best prospects lay in multiple acquisitions outside traditional areas and a simultaneous head-on market battle for computer market share with IBM. As far as computers were concerned, the analogy was clear—like his father's crowning business gamble with colour TV, computers carried all the glamour of high technology, high investment and potential (if distant) large rewards.

Convinced that improved marketing was the single most important key to success (a view



RCA's great hope for the future is the videodisc. But will it prove yet another unprofitable Sarnoff venture?

that was to influence his actions elsewhere in the company), Sarnoff's plunge into computers took the form of recruiting IBM staff to train his triple sales force. The impact was immediate—despite generally falling industry sales, RCA's returns jumped more than 35 per cent over the two years to 1970 while, at the same time, losses remained well below expectations.

Despite this promising start, the basic weakness of the operation surfaced in 1970 when IBM brought out its new generation of machines. RCA just did not have the technology to match this effort so, as a top level decision, it was decided simply to spruce up the company's existing series with larger memories and repainted bodies. It was about this time that Sarnoff, still optimistic about the future, forecast that computers would break even in 1971 and show an annual profit of more than \$50m. before 1975.

In September 1971, RCA made the obvious decision and, like Xerox earlier this year, closed down its computer business before later selling it. In the process RCA took—on its then annual net profit of only \$128m—a huge write-off of \$490m. before tax benefits. It was at the time the single biggest write-off recorded in business history and, as one director commented, "it was an expensive education for top management."

Others were far less charitable. One of the most bitter comments of all came from within RCA's own ranks. Martin Seretean, an RCA director from one of its acquisitions, was quoted as saying "I find it highly unusual that a management can write off \$490m. and no one seems to question whether the same people ought to be running the company today." Mr. Seretean has since resigned from the company.

Although rumours of a power struggle continued at RCA for more than 24 months before dying down, Mr. Sarnoff survived his computer debacle by four years. While it is both understandable and indeed fair that he is remembered for his one massive error of judgment, it must also be noted that Sarnoff also directed RCA through one of its most decisive turning points and there are those who claim that the company would now be worse off but for his drive.

Certainly, on the surface, the technology-based and domestically-orientated company which he took over from his father bears little relation to the gigantic international conglomerate of today. Overcoming the General's objections, Robert started RCA's diversification in 1967 with the purchase of Hertz, the world's largest car and lorry rental group. Since then, RCA has bought its way into convenience foods, property management, household furnishing (whence came Mr. Seretean) and publishing.

Completely reversing RCA's earlier strategy of limiting diversification to traditional areas of existing know-how, Robert Sarnoff held the view common to most conglomerates of the 1960s that fast growth could be best achieved from a wide base and through protection from cyclical trading patterns. Resisting violently the tag "conglomerate," he also closed down more than 15 different loss-making operations and simultaneously switched the company's driving emphasis from high technology to marketing and product research for specific sales items to fill particular needs.

Between 1968 and 1972, Mr. Sarnoff pulled RCA out of marine radios (its first ever business), 16-mm. film projectors, electron microscopes, medical electronics and automation equipment. Most recently of all, in 1974, he phased out the company's unprofitable home audio business of radios, stereos and tape recorders. The "post-computer years"—

Division	1973		1974		1975	
	Net Profit \$m.	Sales \$m.	Net Profit \$m.	Sales \$m.	Net Profit \$m.	Sales \$m.
Consumer Electronics	48.0	1,149	11.1	1,130	5.7	1,145
Commercial Electronics	25.8	444	(7.4)	471	(12.6)	430
Broadcasting	47.7	484	48.3	725	50.5	710
Vehicle Renting	19.3	677	23.2	722	25.4	770
Communications	18.2	165	25.7	195	28.6	220
Government Business	3.3	381	3.7	356	3.7	365
Other Products and Services	21.4	581	8.7	828	8.5	850
Total Profits	183.7		113.3		109.8	
Total Sales		4,281		4,627		4,750

1975 figures are Wall Street estimates.

as Mr. Sarnoff himself described them—were initially very good for the slimmed down RCA. Net profits and sales both shot ahead in 1972 and 1973 with really only the company's Government business division losing ground. But the 1973 peak proved a watershed—the next year profits tumbled lower in a decline that is only now ending. Last month RCA reported the first increase in quarterly earnings seen since the start of 1974.

RCA, as usual, is playing its problems very close to its chest but, from figures filed with the American Securities Agencies, it is clear that the 1974 downturn stemmed from a sharp drop in profits in consumer electronics and an equally sharp turnaround from profit to loss in commercial electronics. By contrast, returns from broadcasting and vehicle renting (the company's two other significant profit centres) rose during that year.

Setback

The downturn in consumer electronics was partly a reflection of the losses being made in the home audio division. But this was really only a minor factor—the real setback came in that year's 16 per cent decline in sales of colour TV sets at a time when costs were rapidly rising. RCA, with over 20 per cent of the market, was especially vulnerable to a recession which by the middle of 1975 had driven five large U.S. producers out of business.

Its problems were not attributable to less demand and more Japanese competition. Outsiders criticise the company for trying to run the Mid-West division from New York and there is certainly a strong case to suggest that RCA's marketing department so dominated decision making as to snarl manufacturing and production costs.

The commercial division's sudden loss also followed the colour TV slump. Its sales of picture tubes and solid state circuitry were badly hit by the recession which simultaneously drove already high fixed costs still higher. An added factor was the company's high start-up costs of a new operation to make telecommunications equipment.

To-day, RCA is coming out of this slump and Wall Street analysts looking ahead to 1976 predict renewed growth. Certainly, there are grounds for optimism—colour TV sales are again moving ahead while the company's NBC TV and radio broadcasting operation is running neck and neck with CBS for the prime time ratings leadership figures which are so important to advertising revenue. At the same time, Hertz has instituted its sharp cut-backs in Europe and North America and is forecasting further growth.

Hardly surprisingly given this profits dip, there seems an identifiable mood of caution running through RCA's outlook. Despite this, the company under Mr. Sarnoff was still making its business gambles—investing huge sums in a domestic satellite project and racing to be first out with a viable videodisc player for TVs. Combined, the company sees these two projects to add up to \$1bn. a year markets by the 1980s.

But both the rewards and indeed the risks will still be there now that Mr. Sarnoff himself has departed. The major difference is that RCA has lost one of the main reasons for its loser image. It was always said after 1971 that RCA's share price would jump 20 per cent on Sarnoff's resignation. In fact the immediate response was somewhat less being a gain from \$18 to just under \$20 but even that is a significant indication of the prevailing view.

BUSINESS PROBLEMS

BY OUR LEGAL STAFF

Currency premium surrender

I hold 250 Hudsons Bay acquired 1957, I have been told that if these shares are sold 25 per cent. of the proceeds will be withheld as "investment premium." Will you please tell me if this is so? And if so, is there any way of avoiding the deduction? It seems such an unreasonable deduction as the company was a British firm registered in London when I bought.

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When you bought them, they were U.K. securities and the price you paid did not therefore include the investment currency premium. Now they are foreign currency securities, and you will be able to sell them at a price which includes the premium, currently some 55 per cent. The 25 per cent. surrender rule means that you would have to sell a quarter of the total proceeds for sterling at the current official exchange rate. All this means, therefore, is that you lose the benefit of the premium on a quarter of the value (not that 25 per cent. of the proceeds will be withheld) but are still able to retain the premium on the rest.

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Broadly speaking, a specific charge for the service of despatch by post attracts standard rate VAT, regardless of the goods despatched.

Where no charge is made for the service, VAT is levied solely on the price of the goods (at standard, higher or zero rate, as the case may be), regardless of the fact that the price might have been lower if the goods had been supplied over the counter. The courts have shown themselves prepared to analyse a single charge for a composite supply, however, albeit generally to the purchaser's advantage, and so a post-free price might fall to be dissected in certain circumstances.

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In the process RCA took—on its then annual net profit of only \$128m—a huge write-off of \$490m. before tax benefits. It was at the time the single biggest write-off recorded in business history and, as one director commented, "it was an expensive education for top management."

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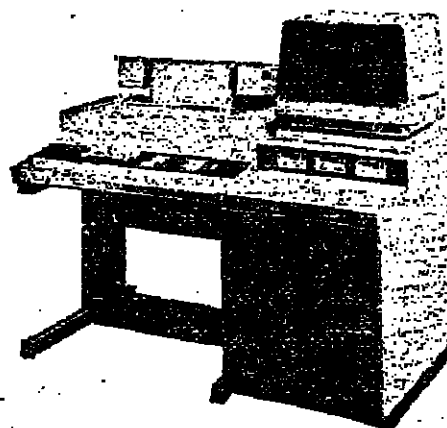
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FINANCIAL TIMES SURVEY

Wednesday, November 12, 1975

JAPANESE INTERNATIONAL COMPANIES

Japan's export successes have made it the world's third largest trading country, but direct investment abroad has built up materially only over the past five years. In part this reflects peculiarities in Japan's economic structure, and in part the delicate balance of its international relationships.

MOST PEOPLE in Europe now think of Japan in terms of cars and colour TV sets rather than in terms of geisha girls and Mount Fuji. They are, of course, absolutely right. Japan is now the world's largest exporter of both these products and of many other reasonably priced and high-quality goods which please consumers and upset businessmen in other developed countries.

As an index of its success as an exporter of manufactured goods Japan can now claim to be the world's third biggest trading nation (after the U.S. and West Germany). It has come up from sixth place in this particular league table during the past ten years and it may move higher, overtaking West Germany during the coming decade, if current official projections of the country's prospective trade growth are accurate.

Yet Japan's success as a trading nation remains unmatched by any equivalent prominence as an overseas investor. The value of Japan's overseas investment at the end of 1974 was less than that of Britain or West Germany both in total and (still more strikingly) as a percentage of its trade of gross national product. Japanese companies have, in fact, only begun to go abroad to any significant extent in the past five years and are still inexperienced in many of the techniques required to operate successfully outside their own country, which are familiar to their competitors in Europe and the U.S. The purpose of this survey is to examine the reasons for Japan's swift but belated emergence as a foreign

investor, and to discuss the impact of the growing Japanese "presence" in other parts of the world.

Japanese companies began to venture outside their own country in the late '60s for three contrasting but equally pressing reasons. First was the lack of space in Japan itself. Japan is about one and a-half times the size of the U.K. but its land area is 80 per cent. mountainous and most of the available flat space for industrial development has been covered by the industrial sprawl of the past 20 years (with increasingly powerful environmental lobbies opposing the industrialisation of what remains).

The 1973 oil crisis, with its stunning impact on both Japan's domestic economy and its ex-

ternal balance of payments, started the rush to invest abroad by Japanese companies around 1969 and kept the process going at full speed until less than two years ago.

By 1973 the Ministry of Finance had approved investment applications for over \$10bn. worth of projects. In the same year straight line projections were indicating that, by 1985, Japan would own \$370bn. worth of foreign investments, or more than any other country including the U.S.

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The 1973 oil crisis, with its stunning impact on both Japan's domestic economy and its ex-

Overcrowded

The shortage of labour and the pollution of Japan's air and water generated additional pressure on Japanese business to seek breathing space outside Japan. But it was not only the overcrowding of the Japanese islands which made the move out of Japan inevitable.

Japanese manufacturers felt they needed to secure manufacturing bases in at least some of their main overseas markets in order to be on the safe side of any import barriers which might be raised against their products. Meanwhile, in the opposite direction, Japan's phenomenal heavy dependence on imported raw materials began to prompt increasing participation by Japanese interests in overseas mining, crop raising or energy projects.

These three factors, coupled with the positive need to spend money abroad as a result of a

Emerging role as investor

By Charles Smith, Far East Editor

ternal balance of payments, question, on the financing of a U.S. investment project. Both Japanese investment, seems to be that a great deal of the necessary money will have to be borrowed. Now that Japan's spectacular balance of payments surpluses have disappeared in the wake of the oil crisis and there is no sign that the country is about to emerge as one of the world's great capital producing centres. The balance of payments has been in moderate deficit for the past year or so (with a visible surplus more or less cancelled out by an invisible deficit). If the rapid expansion of Japan's overseas bank branch network

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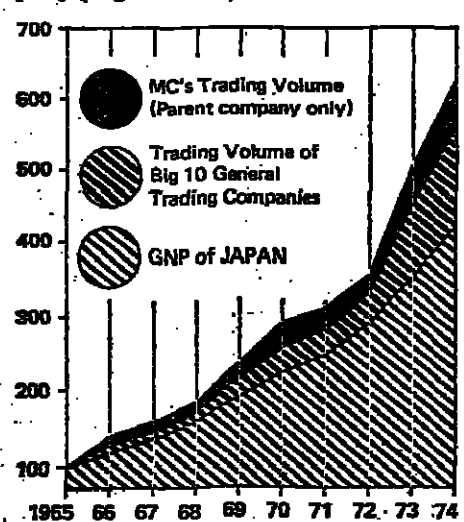
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How we become multinational by being multi-capable.

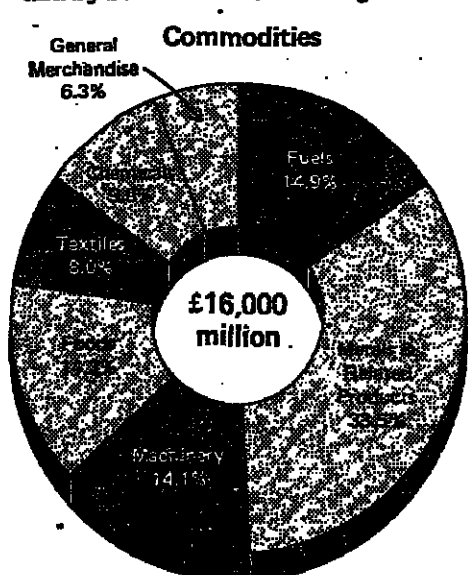
To handle over 20,000 commodities and take part in nearly 200 overseas projects representing investments exceeding £100 million — with noteworthy success — requires sound principles. And Mitsubishi's have proven sound for over 100 years. One of the many we've held to tenaciously is to sidestep fads and fashions and concentrate on goods that fill basic human needs. In so doing, we've become Japan's largest trading company (sogo-shosha).



Mitsubishi's window on worldwide market conditions is our network of 177 branches and liaison offices, 115 abroad and 62 in Japan. Staffing them are 20,000 personnel, of whom a very large percentage have received vigorous and extensive training overseas. Linking them is a computerized telex network extending almost 450,000 kilometers.

We know the actual demand for anything anywhere, the best sales method and the best route and transportation system. We can supply ships and lorries, find the cheapest source of raw materials. We can even bring in production know-how from a qualified client or from research organs.

In short, our domestic-international network enables us to avoid friction, to hedge risks arising from currency devaluation, and to spread our risks over the thousands of commodities we handle. Cost per time per commodity is reduced by the great volume of commodities we handle and by simultaneous handling.



When the manufacturer begins production we can supply credit until sales start coming in. When a product is ready for market we can use our broad connections with the distribu-

tion system to draw up a sales program for each distribution channel. As needs dictate, we can even establish a distribution center or processing center.

Since our network also enables us to raise funds, we are able to be active in primary resource development and the production and processing of material and finished goods both at home and abroad.

Not the least of all, our tremendous information input gives us the flexibility to adjust to any new needs anywhere they may arise.

Increasingly, Mitsubishi has been promoting investments and trade between foreign countries. We're also playing a big part in resource development. And we're developing overseas resources. In addition to our ongoing overseas projects — many of which are cooperative — we're planning scores of others.

Obviously, to be truly multinational demands far more than merely being everywhere trying to do everything. It means being multi-qualified... multi-capable. Mitsubishi is. And the record proves it. It's why people from all over the world see Mitsubishi, when they want to see things through.

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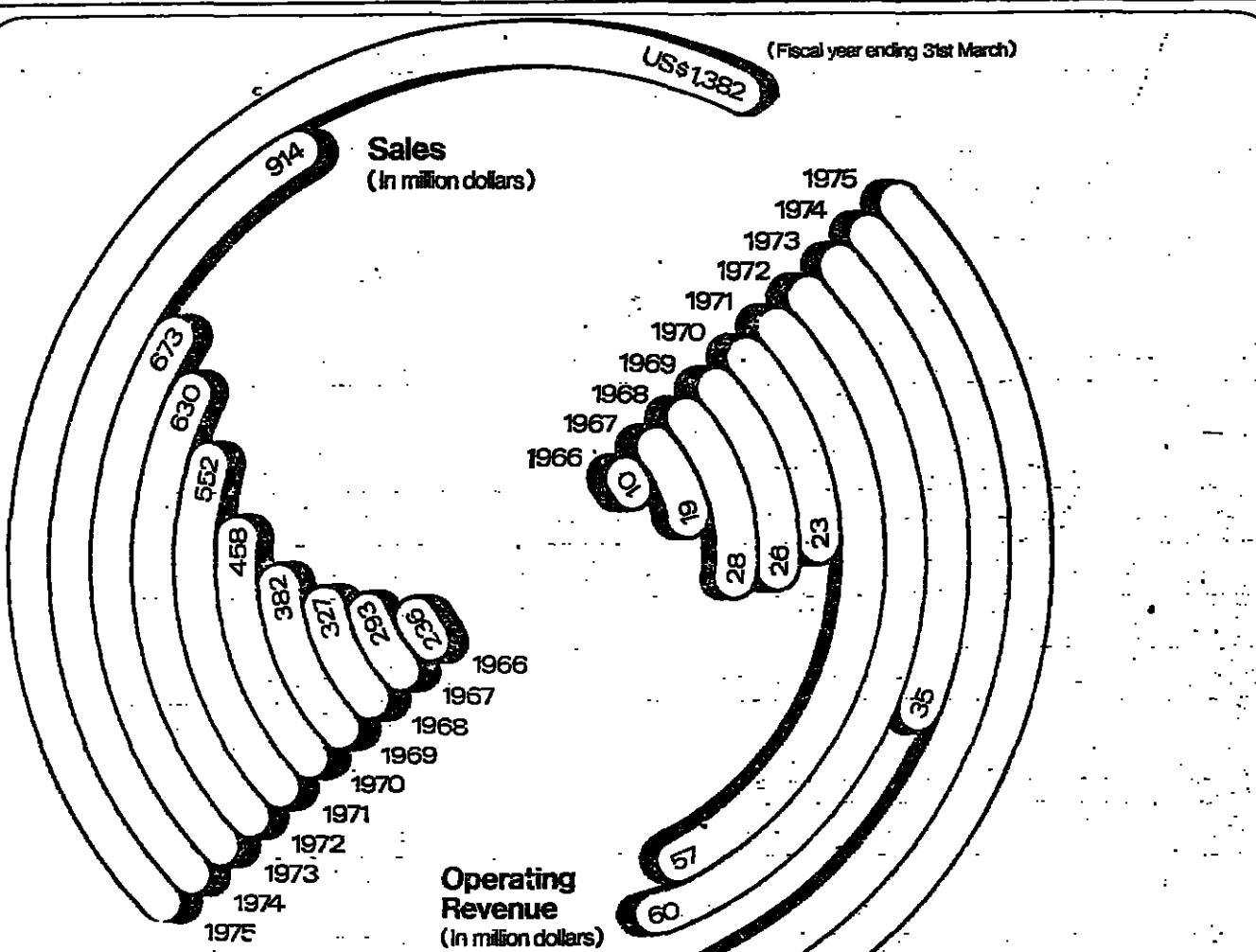
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As the above graph shows, NYK's history is one of steady growth since its founding in 1885. What the graph doesn't show is the secret behind this success—constant modernization of our fleet, disposal of outmoded ships, and readjustment of our worldwide network.

NYK's modern fleet is not only one of the world's largest. It is also one of the most versatile, with specialized carriers for such things as automobiles, pulp, logs, mineral ores, L.P.G., cement, and of course, crude oil. We're also Japan's pioneer in containerization, with six main routes containerized. We've even developed specialized containers for such products as livestock, soy sauce, and bulldozers.

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After all, that's what keeps us young.

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JAPANESE INTERNATIONAL COMPANIES II

Tokyo's shadow over multinationals

SOME PEOPLE say there is no such thing as a multinational corporation, meaning that, despite all appearances of international management and worldwide networks of offices or even subsidiary companies, the crucial corporate decisions are invariably made in Detroit or New York or wherever the head office happens to be.

Other people (who may not be disposed to argue about the foregoing) say that the essential feature of a multinational has little to do with where decisions are taken, so much as the fact that they can be taken without regard for the wishes of governments in general. For instance, profits can be made to appear in a Caribbean tax haven rather than in countries where they would be heavily taxed, export strategies may run counter to those of national governments, and so on. By this definition "multinational" is really a non-emotive word for the "supranational" corporation.

By almost any definition, however, there are no Japanese multinationals. Japanese-owned companies comfort themselves as Japanese companies, with nearly all that this implies in terms of subservience to some higher authority in Tokyo, no matter where it is they happen to be operating.

In all probability this will continue to be the situation for a long time to come. That is to say, it may have little to do with the lack of offshore experience of most Japanese companies, and really be a consequence of the way Japanese business is organized. There are two distinct aspects which count: relations between companies and Government; and relations between companies and their own management employees at all levels of seniority. Up to the present, anyway, these relationships have only too clearly exerted a strong pull, so that, as much as Japanese industry and commerce have spread their activities, the centre of gravity of the operations has remained firmly and indisputably in Japan.

One of the peculiarities of Japanese capitalism is that, while it undoubtedly allows for some elements of competition, it is in other respects highly regulated. Within Japan, both management and the bureaucracy have long accepted that the bureaucrats—variously represented by the Ministry of International Trade and Industry, the Ministry of Finance, the Bank of Japan and other agencies—have the duties of traffic police. By this it is meant that they are entitled to redirect competition in various ways, which on occasion means preventing flows of investment in certain directions and can also involve opening up new routes by which companies are guided—into previously explored spheres of enterprise.

It works on the whole without formal sanctions, and mainly because most managements are compliant. This means that when there is a rogue elephant which pays no attention to the traffic signals, it is immediately noticed and marked down for subsequent retribution. This becomes a cooperative effort in which the bureaucracy is aided and abetted by the companies which have observed the unwritten rules, which often means their bankers as well.

In Japan the bureaucracy never forgets. A company which has flouted authority may sometimes prosper, but it dare not fall on hard times and come begging for help. If it does, that help may not be forthcoming, as some of the more spectacular casualties of the present recession testify.

While all this may be an exaggeration, it is not a seriously misleading one. And what applies at home, is very largely also true of corporate activities abroad—activities which for the most part take place well beyond the reach of Japanese law, as such.

No Japanese securities company or bank would think of opening a representative office, let alone a branch, in a foreign city without the full knowledge and prior approval of the Ministry of Finance in Tokyo. In fact the Finance Ministry strictly controls the number of such establishments and ensures that all contenders get a fair share of the action it is prepared to allow.

It goes much further than that. Once an offshore bank has been established, the authorities remain interested and active. In 1974 they even set quotas for offshore Euro-dollar lending by Japanese banks abroad—a feat which no other major monetary authority would so much as attempt.

What is true of banking applies in some degree to all kinds of foreign investment. Manufacturers also have to apply for permission to launch overseas projects (this is given by the Finance Ministry) and

may frequently find a proposed course of action either encouraged or discouraged (usually by MITI).

Basically, this seems work for exactly the same reason that the domestic system does. Companies which seek to play their own game abroad are liable to find this will count against them at home. Moreover, the system feeds on itself.

Propensity

Japanese executives tend to say they need the Government's traffic control to save them from themselves and each other. By this they mean that they would all rush into the same places with the same services if somebody did not stop them. Some sociologists say this is a peculiarly Japanese propensity. Whether or not that is so, it is obvious that once the traffic officers have shown themselves to be competent, managements are relieved of the need to make some hard decisions. They can safely go for all they are worth, confident that the route will not be gummed up and that others will be heading in different directions.

In fact it is probably fair to say that businessmen go running to MITI with their problems, and with stories about what competitors are up to. It can be argued quite convincingly that if and when come snooping for information

or seeking to check out complaints. Thus, MITI is liable to know almost as much about what is happening in Peru as in Yokohama: there is no reason at all why its flow of information should be cut off at the national frontier.

However the picture is not complete. Important as it is that head offices and the bureaucracy are welded together, still the system might not work on a world scale were it not for the nature of the relationship between each head office and its expatriate management.

Generally the overseas managers are Japanese who are in a hurry to get back to Japan (see box) and who in fact usually do come back after postings of not more than three or four years. Such men, who typically have an eye on the promotion race, are going on within material for multinational purposes. Because they intend coming back to Japan and may be presumed to have their own as well as the company's best interests at heart, they are as plugged in to the system (and are receiving MITI's messages as loud and as clear) as if they were occupying offices in Tokyo.

This is the second, if complementary, reason why there are no Japanese multinationals, what competitors are up to. It can be argued quite convincingly that if and when come snooping for information

recent managers abroad, and/or a lifetime of overseas service becomes an acceptable career for talented Japanese, then finally the power of the bureaucracy will be broken.

However, it will not happen soon, if it ever does. It is supposed to be approved policy for Japanese firms to promote local employees, but there have been at least one disastrous experience in the past year in which Sharp was fined \$A100,000 for contravening Australia's trade practices legislation, because of Australian personnel. It is said so there is no great enthusiasm for the practice.

There is also no easy way to convince a Japanese executive that he is well off abroad, when all his preferences and instincts tell him that he and his family are at a disadvantage. Fortunately, perhaps, it is not from clear that absence of Japanese multinationals is had thing. The fact is that Japanese Government is accountable for the activities of Mitsubishi, Mitsu, and other huge companies with vast resources and international activities, in a way that the U.S. cannot be made for General Motors or ITT. This could be said to be in the interests of governments at large and the general public as a whole.

Peter Dumin
Tokyo Correspondent

MT. FUJI STAFF COLLEGE

Among more permanent monuments to Mr. Eisaku Sato, the former Prime Minister and Nobel Peace Prize winner who died last June, is a cluster of buildings on the slopes of Mount Fuji known as the Institute for International Studies and Training. Mr. Sato took office under the banner of "self-sustaining peace diplomacy" in November, 1964, and immediately appointed a brains trust to think up suitable initiatives, and the institute is a direct result.

The early planners probably had no clear idea what they were doing. But political push, ready money and the Ministry of International Trade and Industry were bound to produce something. It turned out to be a graduate college, the main purpose of which is to put 120 young men through a ten-month course every year, preparatory to overseas posting some time in the future. Companies which know what is good for them (if nothing else, keeping in with MITI) nominate young managers and pay the £1,500-plus fee. After that the trainees move into residence and start learning English, how to endure cocktail parties, and other useful things that emerge from international case studies and learning about particular regions or countries.

While all this is obviously progressive

and may some day contribute in peace to Japan's co-prosperity sphere in a way that Mr. Sato possibly never dreamed of, the institute has a peculiarly Japanese pall hanging over it. Its students are not noticeably pleased to be there, still less to be earmarked for future work abroad.

Trainees say the reason they do not look forward to the tour of duty overseas is "education problems." By this typically Japanese understatement, they mean they fear their children will miss some rungs on the ladder to (Japanese-style) success.

The other snag is that every young manager fully expects to lose out in the corporate rat race, if he spends only two or three years abroad at a crucial stage of his career when abilities are liable to be noticed by superiors and long-range promotion patterns set.

The school seems to recognise this, and that it can do nothing about it. Says Mr. Eme Yamasita, the former MITI vice-minister who has done more than anyone to nurse the institute through its formative years (the present is the sixth crop of trainees): "We aim to make our men effective abroad, not to like the idea of going there if they don't already."

The great trading companies of Japan have been under attack—from the bombs of Left-wingers, and from anti-monopoly investigators. They have however emerged stronger than ever.

Trading companies

AT THE TOP of the steps leading up into the headquarters of Mitsui and Co. in Tokyo stands a young man in dark grey-blue corporate denims and a company cap to match. Behind him and just inside the vestibule by a kind of driftwood sculpture stand a row of older men by a registration desk: sheafs of visitors' entry forms lie open in front of them. Every arrivals must duly sign in, stating the purpose of his visit, the department he is going to, his own company, rank and name, etc.

None of these precautions was taken until last year, when a bomb exploded in an upper floor of the Mitsui HQ; nor had the company felt it necessary to station a regulation karate man outside its doors until then. Since October 1974, however, when the bomb raid took place, Mitsui men have been on the alert for a second Left-wing eruption. Martial vibrations have been set off within the world's second largest trading organisation—as at Mitsubishi Corp. (the No. 1 Marubeni effect) cornering markets in the midst of Japan's worst inflation in 20 years; and had not the trading companies been under investigation by the anti-trust body, the Fair Trade Commission (FTC), for a period of two years now.

The FTC summed up its provisional findings in a document published on January 21, the 14th of October, stating that the day the bomb went off, in the corridors, too, you are liable to be suddenly stopped—if you are Japanese—and asked to account for your presence in the building; spot

checks on strangers are the order of the day.

There are hidden TV cameras, in-company systems for keeping tabs on all staff known ever to have had contacts with Left-wing student organisations, regular liaison with the Tokyo police, security double-checks on the houses of top executives. There are men on the roof with spyglasses ensuring that no obvious threats to the corporate entity are emerging from the skies above. In other words, if you really want to make your mark at Mitsui try walking in the front door with an oblong parcel under your arm.

The extreme sensitivity of the corporation to revolution springs from a plain motive—the desire not to be done in the eye. But Mitsui and its fellows in the corporate trading world might not be quite so concerned had they not been under sustained assault in Parliament from all Opposition parties; had not their presidents been obliged to make their way to the Diet in early 1974 and offer an abject and well-telvised apology to the public for (in Corp. C. Itoh & Co., Sumitomo effect) cornering markets in the midst of Japan's worst inflation in 20 years; and had not the trading companies been under investigation by the anti-trust body, the Fair Trade Commission (FTC), for a period of two years now.

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JAPANESE INTERNATIONAL COMPANIES III

As employers of labour abroad Japanese companies are rapidly gaining experience. Good working relationships have been formulated in a number of countries.

Foreign labour

ONE OF the Japanese managers at the Sony television factory at Bridgend in South Wales has become a godfather to the baby of one of his 330 employees. The company is delighted to have achieved such social rapport with its Welsh work force, and other Japanese companies see the event as a happy augury for their own future operations in Britain.

Sony is the largest of the five Japanese manufacturing subsidiaries in the U.K., the others being the Terasaki 50-50 joint venture making fuseless circuit-breakers in Glasgow, the Nittan fire alarm factory at Woking, the Takiron Chemical corrugated PVC sheeting plant at Caerphilly and the YKK zip-fastener factory at Runcorn.

Between them these Japanese firms employ fewer than 700 British workers, so they are hardly significant even among foreign employers in the U.K. When Matsushita and NSK open their Cardiff colour TV and Peterlee ball-bearing plant respectively next year, the number of British workers employed in Japanese factories will reach about 1,200.

Ventures

In Ireland, there are nine joint ventures in which Asahi Chemical, Toray Industries, Mitsui Bussan, Morinaga Dairy Products, Mitsubishi Metal Finishing, Nippon Electric, Brother International, Nissan and Toyota are involved. About 500 Irish people are on their payrolls.

This Japanese contribution to the manufacturing sector in the British Isles makes an impact out of all proportion to its rather small size. This is because it is still so unusual and unfamiliar for Britons and Irishmen to find themselves working for a non-Western owner, because of the controversies surrounding trade unionism in Japan generally, and because of the Japanese reputation for efficiency and paternalism.

At first it looked as if the Japanese were going to try to introduce into Britain their own

methods and style of management and labour relations. This was largely because of the YKK experiment at Runcorn and the publicity which it has received in the British Press and TV.

The YKK plant has successfully resisted trade union representation in its work force, relying instead on an intense feeling of participation which its dynamic young executives have generated among their 200 employees.

Like the Sony expatriates in Cardiff, the YKK managers wear overalls in working hours and get their hands dirty on the machines as a matter of daily course. But they go even further than most other Japanese companies abroad in consciously identifying with their work force. They live in similar housing on the same estate, play the same sports and frequent the same pubs as their workers.

At Runcorn this policy, reinforced by frequent visits to Japan where the British workers are lionised, has allowed the management to encourage the works committee to spurn the approaches of local union organisers.

This increased the fears of the British union movement lest the Japanese would try to impose their notoriously pliant house unions on their British employees.

Such fears were not mollified by the National Union of Bank Employees' experience with the Japanese banks in London, which with one honourable exception have been, in the words of Miss Sheila Rothwell, a NUPE organiser, "wary of trade union recognition."

The Bank of Tokyo, which is the most experienced of all the Japanese banks in foreign operations, has an agreement with NUPE which the union regards as highly satisfactory. But another Japanese bank was taken to the industrial relations court and involved in High Court action over the question of union recognition, and the union finds that pressure is put on local staff not to join.

Japanese managers are apprehensive about the British trade unions. "Japanese busi-

nessmen have never had any reflecting the Japanese sense of mutual loyalty, between staff and employer."

Because of all this there is the greater sense of democracy on the shop floor which Professor R. P. Dore detected and analysed in his recent comparative study *British Factory—Japanese Factory*.

Sony is possibly a little exceptional in being more cosmopolitan than other Japanese firms. Almost half of its equity is in fact foreign-owned, for one thing, and it was the first Japanese corporation to appoint an American as head of its U.S. operations. Bridgend's boss, Mr. Hiroshi Okochi, came from the Sony San Diego factory. It likes to think that its name befits its international role better than a more exclusively Japanese corporation to a point perhaps suggestive that the Matsushita plant nearby will be known as National Panasonic rather than by its Japanese name.

Similar

NSK is also negotiating a similar arrangement in Peterlee, near Durham, and it looks as if the Japanese will not try to boycott the dreaded British union system.

They may have noted the call by Mr. Oka Shogo, secretary-general of Japan's largest trade union federation, Sohyo, condemning these overseas ventures in "areas of cheap labour" (wage costs are now about £10 a week cheaper in Britain than in Japan). "We cannot accept such investments," he said, "because it makes it more difficult to win improvements in our own wages." He even offered to help the TUC's campaign to stop the NSK plant at Peterlee, and warned British unionists to be "on their guard against company unions."

In spite of its closed shop arrangement, Sony does not confine its labour relations to mere union relations. There is a conscious effort to transplant some of the acceptable features of the Japanese shop-floor to South Wales.

All the staff, from the managing director downwards, wear the same factory overalls, and there is a great deal of horizontal communication designed to foster the sense of belonging and of being needed.

The staff are being kept on in spite of the recession and under-utilisation of capacity, miles away, this can lead to

tension and frustration between aspiring British executives who feel they know what the local market or production situation needs, and their immediate Japanese superiors who are more cautious (and who are likely to return to Tokyo after a short spell if they are ambitious to climb up to the top of their corporation).

One interesting development is the birth of specialist institutions and services to give Japanese managers specialist training in European industry. In London, Dr. W. Barry's Euro-Japanese Exchange Foundation is one of these, and another is about to start outside Paris. And Dr. Keith Thurler of the London School of Economics is conducting a survey of Japanese labour relations in U.K. subsidiaries, with the help of two Japanese—one seconded by MITI, the other by Hitachi.

Dick Wilson



Matsushita Electric manager at the National Centro-americana plant in Costa Rica talking to local employees.

developments, little matter whether they be earth-shaking (thus Mitsubishi was duly informed of a foreign correspondent's visit to Mitsui and vice-versa within two hours of the event).

The odds are that the trading companies have, if anything, reinforced their important position in the Japanese economy as a result of the FTC investigation. In the eyes of the general public their status has definitely not improved. But in real terms they have not been even mildly dented.

Well-being

Business itself is on the increase, and the trading companies' contribution to national well-being—in the form of increasing exports—can scarcely be doubted, as the latest figures from Mitsui suggest. In the six months to end-March 1975 net sales of the company were \$18,857m, as against \$12,159m. in the comparable period of the previous year. Domestic sales went down from 57 per cent. to 46 per cent. of turnover, while exports rose from 14 per cent. to 23 per cent. of turnover (imports declined marginally).

The Japanese managed to increase exports by 60 per cent. in the space of a year, thus paying the quadrupled oil bill. And in this matter the success of the trading firms was crucial. For the time being they are under sustained pressure within Japan: public feeling against them could well mount again in future—much depending on the course of international events and the rate of recovery from the deepest recession since the World War II. However, in the longer run public opinion is likely to swing back towards an appreciation of the role played by the trading companies in underwriting economic stability in Japan, so they should be guaranteed the home base necessary to their continued advance overseas.

For the record, accumulated foreign investment by the Six had risen as follows by the end of March 1975: Mitsui and Co. \$820m., Mitsubishi Corporation \$406m., Marubeni Corporation \$303m., C. Itoh and Co. \$270m., Nissho-Iwai \$120m., and Sumitomo Shoji \$66m. Given the shortage of land in Japan and the strength of the "environment lobby" the rate of Japanese direct investment overseas, all mostly steered and financed by the trading companies, is likely to remain high. The Six are clearly all multi-nationals of the future.

Henry Scott Stokes

Trading

CONTINUED FROM PREVIOUS PAGE

sent rate of going. The situation of the latter in the key area of interest to the FTC—capital investment in affiliated companies—is as follows:

Capital Investment (Ym.):

Mitsubishi Cpn. 14,271 (110)
Mitsui & Co. 23,289 (148)
Marubeni Cpn. 14,316 (154)
C. Itoh & Co. 19,870 (107)
Sumitomo Shoji 3,891 (55)
Nissho-Iwai 5,864 (90)

These figures, it may be noted, cover affiliated companies in which the trading companies' capital share is 30 per cent. or more (the rest are excluded); figures in brackets show the number of affiliated companies. Mitsubishi is shown at the top as it was superior to others in turnover in the past full year to September 30, 1974, though Mitsui has since come up to number one on some counts.

Why are these affiliations of no progress, so far as can be seen. Much of 1974 and 1975. Because, in its own words, was taken up with a long and confused battle over legislation belonging to the Six have Monopoly Law. One of the most important provisions of the new law, as drafted by the FTC, was to the old *zaibatsu* . . . if the three groups belonging to the old *zaibatsu* tighten their unity a step further and lead the other three groups to consolidate and expand their groupings, the competitive order in a very important field of our national economy will be damaged. There is also the danger that the development of a free and democratic economy (will be hampered). The FTC accordingly took the view, in early 1974, that "it will become necessary to place some restrictions on the acquisition of stocks by the trading companies."

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JAPANESE INTERNATIONAL COMPANIES IV

The Japanese businessman has had great success in selling to the Middle East, particularly since the oil crisis, despite a certain cultural gulf.

Middle East

IN THE oil-rich markets of the Gulf, Japanese businessmen have been the most evident in the last few years—not the least because of the size of the packs in which they hunt. Their frenetic and persistent activity has been rewarded. Of all the leading industrialised countries, Japan has made the most rapid strides since the Middle East market as a whole first began to take on a new allure with the increase in the price of petroleum. As the consuming State with the biggest import requirement, it has also had a very big incentive to maximise its sales to the region.

The Economic Research Institute for the Middle East of Tokyo recently completed a comparative study covering the imports of 22 countries of the Middle East and North Africa (including Israel and Turkey) in recent years. It indicated that Japan's share of this market had increased from 5.9 per cent. in 1970 to 10.3 per cent. in 1974, a period during which Britain's fell from 10.2 per cent. to 8.1 per cent.

Challenge

It was the price rises of 1974 which gave the real challenge to Japan's response to the increased burden last year was better than that of any other leading industrialised country except West Germany. According to OECD data, Japanese exports to the Arab world and Iran rose by 118 per cent. to \$3.7bn. which put it fourth in this league behind the U.S. at \$7.09bn. (a 74 per cent. increase), West Germany at \$5.22bn. (148 per cent.) and France at \$4.06bn. (60 per cent.). Even more impressively, during the first quarter of 1975 they were running at a rate 157 per cent. over the same period of 1974.

In the markets of the main oil producing states the dominance of Japanese electronic consumer goods in shop windows and the growing penetration by its motor manufacturers has long been the most visible manifestation of competitive success. Overall a breakdown of its exports to the main Middle East markets in 1973 shows that machinery and mechanical equipment accounted for 37.5 per cent. of total exports, metals and metal products 26.8 per cent. and light industrial products 22.7 per cent. It is the strength of Japan across a broad range of engineering and manufacturing industries which makes it such a formidable

competitor. For Iran and the Arab countries, including non-producers, the growth area is inevitably for capital goods, and here performance in future will depend to a large extent on the share of major contracts won. From this point of view the prospects for Japan look particularly promising, especially its involvement in the petrochemical and steel industries of the producing states. Iran, accounting for rather more than \$1bn. of Japanese exports in 1974, is a particular focus of attention for petrochemicals. C. Itoh's negotiations with the Government on a project for liquefaction and export of natural gas fell through several years ago, but Nissho Iwai has 15 per cent. in the Kalingas group which has come close to finalising agreement on an LNG joint venture. The scheme, which is estimated to cost over \$4bn., would involve the production of over 700m. c.f.d. of gas rising to 1.2bn. c.f.d. with the upper limit yielding something like 700m. tons of LNG.

An investment of well over \$1bn. is envisaged in the present 1973-8 5th plan period for the petrochemical complex of the Iran-Japan Chemical Company in which a half share is held by Mitsui, Toyo Soda, and Japan Synthetic Rubber. The project is being carried out—contracts awarded earlier this year to Toyo Engineering, Mitsui Shipbuilding and Engineering, Chiyoda Chemical Engineering and Construction, Hitachi Shipbuilding and Engineering and Ishikawajima-Harima Heavy Industries. Well under way is the \$60m. project designed to produce intermediates for plastic in which Nissho Iwai and Mitsubishi have a 50 per cent. share. A further \$80m.-plus expansion is being contemplated.

Agreement

Particularly rapid expansion of sales to Iraq, to which 1974 exports amounted to \$470m., could be seen as a reflection of the long-term agreement on economic and technological collaboration signed in August of last year. Under it Japan lent Iraq \$1bn. to help with the implementation of a number of development projects and all the indications are that its involvement will be heavier in this country than in Saudi Arabia. Mitsubishi is constructing the \$37m. chemical fertilizer plant at Khir al Zubair. Plans for the \$2.4bn. petrochemical complex to be built at the same place have been submitted by a consortium of companies including Ishikawajima-Harima Heavy Industries and Chiyoda. They have also been negotiating a \$1bn. LPG project together with Nippon Kokan and Mitsubishi which have the \$90m. contract for the steel pipeline from South Rumaila to Khor al Zubair. Kobe Steel is providing technical assistance and plant for an integrated steel mill and

related rolling facilities while Penta-Ocean Construction is working on port improvements at Umm Qasr and Masqal.

The same company and Tokyo Boeki are constructing a steel plant for Qatar, with a capacity of 300,000 tons a year, in which they will have a 30 per cent. stake. In the United Arab Emirates, Mitsui and Bridge-stone are participants in the Abu Dhabi Gas Liquefaction Company set up to own and run the \$1.5bn.-plus LPG plant on Das Island whose sole customer under a 20-year contract will be the Tokyo Electric Power Company. Other Japanese interests have a 49 per cent. in the Liquefied Gas Shipping Company which will be responsible for transportation. Mitsubishi and the Abu Dhabi Japan Oil Company have submitted proposals for refining on-shore gas to fit a nifumin complex and steel plant. More recently C. Itoh have submitted proposals for LNG exploitation in land.

In partnership with Sunningdale Oils, the same company is constructing the export-oriented LPG plant in Dubai. Ishikawajima-Harima Heavy Industries are responsible for cement plants in Abu Dhabi and Ras al Khaimah.

Japanese interest in Algeria has become particularly marked recently. Nippon Koei has formed a joint venture with SNS, the Algerian State steel corporation, to exploit the country's iron-ore reserves. Hitachi, Hitachi Shipbuilding and Engineering, and C. Itoh are expanding Algeria's existing steel capacity, while Kawasaki Heavy Industries are carrying out a \$90m. contract to build a cement plant. C. Itoh and the Japanese Gasoline Company are converting and extending the bitumen units at the Arzew Refinery. Under a protocol agreement signed in the summer Mitsubishi and Nippon Electric Company will set up a telecommunications system based on a satellite station at Lakhdaria. Toyota Motor Com-

pany was awarded the turnkey project to build a plant to produce Landcrisers.

Inevitably, Japanese companies have also focussed their attention on Egypt, which expects to be the recipient of a large volume of Arab oil funds. The Penta-Ocean Construction Company was awarded the contract last year for the widening and deepening of the southern part of the Suez Canal and other Japanese concerns are expected to tender for subsequent phases of the operation. The Tasei Construction Company has been seriously negotiating a hotel construction programme. Artificial fibres, textiles and motor manufacture have been other areas of investment and technological collaboration under discussion.

Even given the quality of their technology and the attraction of their consumer goods, the Japanese have had to work harder for their successes than anyone. The fact is that on a personal and cultural level they find it difficult to understand and deal with the Arabs, although they appear to find it easier to achieve a degree of rapport with the more devout Persians. It says much for their compelling corporate discipline and drive that they have made such big in-roads into the heavier, developmental side of the Middle East market which is what really counts now.

Richard Johns

Latin America accounts for some 25 per cent. of all Japanese overseas investment and this share is growing strongly. From a position of strength in Brazil, new growth areas are Venezuela, Ecuador and Mexico.

Latin America

Latin America is now the scene of Japan's most intensive overseas investment activities. It accounts for a least 25 per cent. of Japan's total foreign investment and this share is growing annually. Strong in Brazil, Japan is diversifying more and more into new territories, especially Venezuela, Ecuador, Peru and Mexico. It has taken only about five years for Japan to overtake Britain's investment in Brazil during the past 50 years and there are well over 150 Japanese groups established in a larger number of subsidiary and joint venture businesses in every branch of commerce and industry. Because of Brazil's valuable and growing domestic market, the pattern of Japanese investment there differs from that in other regions. In addition to the participation in schemes to ensure supplies of raw materials for Japan itself, Japanese money and manage-

ment expertise are helping Brazil to supply its own market with cement, telecommunications equipment, ships, cotton and woollen goods, automobile parts, diesel engines, petrochemicals and colour TV sets.

At the same time, there are outstanding examples in Brazil of the classical function of the giant Japanese international trading companies. These companies always bear two simple objectives in mind when putting together even the most complex, multi-market, multi-product project. They aim primarily at creating materials and goods that they can channel into their buying and selling networks and their safeguard far into the future, the vital supplies of raw materials that Japanese industry requires for survival and expansion. Japanese international companies are unusual in that they measure their success year by year not by profit per transac-

tion but by the growth of their turnover and the increased volume of goods being handled around the world. The assumption is that if trade is generated, then a huge trading concern must eventually profit.

Minority

This approach is especially welcome in Latin America. It means that Japanese companies are more content than their European or American competitors to take on investment projects that cannot promise profits until the distant future. They are also more content to engage in joint ventures with a minority holding.

In Venezuela, for example, a new company, Venalum, has been set up as a partnership in which CVG (the autonomous development agency for the Guayana province) has 80 per cent., while five Japanese com-

panies, Showa Denko, Marubeni, Kobe Steel, Mitsubishi and Sumitomo, share 20 per cent. Venalum is scheduled to be producing 300,000 tons of aluminium per annum from 1978 onwards, all of which is destined to be imported into Japan.

Japan has forecast a shortage of pulp and paper supplies for its printing and packaging industries by the mid-1980s. The trading company C. Itoh has accordingly formed a joint venture with Cia Valle de Rio Doce in Brazil to develop thousands of square miles of new eucalyptus plantations, which can be reduced in about seven years to wood chips. It is also planned to construct a pulp mill on the estates to convert some of the timber. At the Japanese end, the trading company has helped to form a consortium of 14 Japanese paper mills to purchase the whole of the wood chip and pulp output.

A trading company can provide finance in advance to enable small farmers in Latin America to plant cotton or rear silkworms, as in Paraguay, on a large scale, guaranteeing to purchase all the resulting fibre. This is shipped by the same company to Japanese spinning and weaving mills. The cloth is bought back and then sold to garment makers, and the garments are then purchased and sold on the Japanese or export markets. The trading company can afford to make a loss on the growing and rearing in order to profit from the sequence of later transactions.

Latin American and Japanese needs dovetail, therefore, very efficiently. Latin America can offer oil, minerals, metals, labour and agricultural produce in return for technical know-how, capital equipment, management skills, finance and, very importantly, foreign market outlets. The immense global spread of Japanese international companies makes it possible for them to guarantee rewards and capital.

Panama is bristling with Japanese companies that are using bonded warehouse facilities in the free port. Subsidiary companies are used there to re-invoice imports and exports for operations throughout Central and South America. Panama is also a convenient spot for raising capital. Earlier this year, Mitsubishi set a new pattern for the Japanese international companies when its Panama subsidiary raised a loan of \$64m., managed by Chase Manhattan in the U.S. and Lloyds Bank International in London. As many as 34 banks contributed to the syndicated loan, which was guaranteed, not by the Tokyo headquarters of Mitsubishi, but by Mitsubishi International Corporation of New York.

The loan was required to finance shipments of steel to the Argentinian State gas corporation for the construction of a pipeline to carry natural gas from Patagonia to the major Argentinian cities. To integrate itself closely in Japanese investment activity South America, Lloyds Bank International posted an executive to Tokyo for two years to learn fluent Japanese and study the international companies' methods of doing business. He was then stationed in Sao Paulo. This move is a measure of the Japanese companies' failure to become multi-national. Second-generation, Brazilian-born Japanese who speak fluent Portuguese are to be found in Japan companies in Brazil, but these people are rarely more than liaison officers, while real management power is in the hands of Japanese who not speak the local language, who, with computerised systems and frequent personal visits to Tokyo, are under the sway of parent firms. There are over 500,000 Nippon or Japanese Brazilians, mainly in the states of Sao Paulo and Parana, but they are least integrated of all Brazilian immigration waves.

History

The Japanese, however, have not yet created a resentment against themselves in Latin America, of course, with the history of colonial repression that is remembered in Latin America was not involved in the Pacific War. Furthermore, investment from Japan are a welcome relief, in the eyes of the populations, from U.S. impositions. The Americans are "usurpers" and, in comparison, Japanese facts are still soft. Many Latin American countries are still dependent on U.S. for as much as 70 per cent. of their foreign trade and are keen to diversify to other nations.

In contrast to the N. Americans, the Japanese are an incredibly low profile, attempting to impress the population with either wealth or their charity. Keep to their own clubs, restaurants and are, through the continent, regarded as best people to have as tenants of accommodation, same Japanese who might with arrogance towards be humble to other foreign and treats all Latin American with great respect.

It is also relevant that the largest country on southern continent and the making the most progress, itself as the equivalent economic miracle to Japan itself admires Japanese methods is far from a coincidence. Brazil has recently licensed Brazilian companies to set up multi-product international organisations, each more than 20m. cruzeiros in capital. Initiation is sincerest form of flattery.

Sydney Paul

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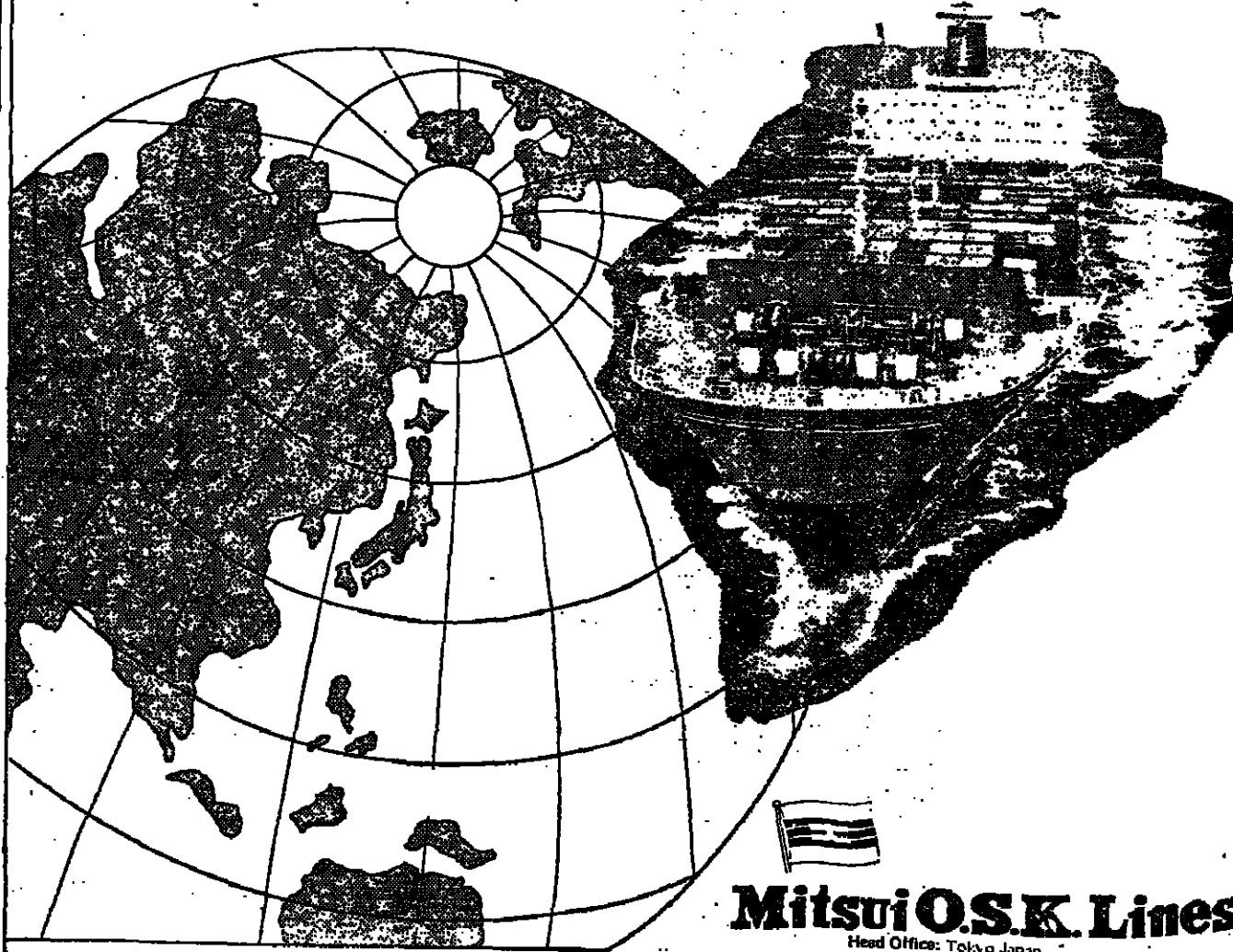
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هاتف الادب

JAPANESE INTERNATIONAL COMPANIES V

So important and thrusting have the Japanese become in South East Asia that they have earned the label "the ugly Japanese". Since the riots against visiting Premier Tanaka in Bangkok and Jakarta, they have tried to improve on this unpopular image.

South East Asia

WHOEVER YOU are, whatever you do, wherever you are in South East Asia, it is impossible to escape the Japanese. In the airports their tourists mill about in flocks most often looking like lost sheep; on the roads into town their buses, cars and loud Hondas and Yamahas and Suzuki mopeds are the cause of many a diversion; in city centres their advertisements flash out the message that South East Asia, once proudly ruled by the British or the French or the Dutch is firmly within the Japanese orbit to-day.

So important have the Japanese become in South East Asia and so thrusting their presence that they have won a reputation as the "ugly Japanese". There can be no doubt of the growing importance of Japan to South East Asia, especially of Tokyo's major banks and trading and business houses. Trade is important and growing: South East Asia's dependence is such that more than a third of its exports go to Japan and more than a third of its imports come from Japan; the percentages of trade with the U.S., for example, are much smaller, a quarter for South East Asia's exports and a fifth for its imports. Japan is in a much freer position and exports more to the U.S. than to the whole of Asia, a reversal of the position in 1955; Japan also imports more from the developed countries than from the underdeveloped ones and the U.S. supplies about twice as much of Japan's imports as South East Asia.

cent.; only in Thailand, Japan 33 per cent, the U.S. 18 per cent, is Japan's share of foreign investment greater than America's. At a conference organised by the Institute of South East Asian Studies in Singapore last year another Japanese professor of economics, Mr. Kunio Yoshihara, provided at least the start of the answer to Japanese unpopularity. He said "basic ally Japanese investment has served to strengthen the existing pattern of Japan's trade with South East Asia, viz its exports of industrial goods and its imports of raw materials from the region. Investments which took the form of loans (indirect investment) were either to promote Japanese exports or to secure the steady supply of raw materials. Japanese direct investment is generally resource oriented or in import substitution industries. The resource oriented type of direct investment has essentially the same role as indirect investment—to increase output and the export of minerals to Japan. "The import substitution type of direct investment is a means of getting round import barriers in the host countries, thus helping to preserve those markets for Japanese products."

Professor Yoshihara also pointed out that the newest type of Japanese direct investment, in export oriented industry, such as has recently been undertaken in Singapore notably, was mainly inspired because production costs, land prices, and pollution problems had increased in Japan. Whether Japan is any more guilty of protecting and pushing its own interests against those of the host country, judged in comparison with other international investors, may be doubted. Nevertheless, the Japanese in South East Asia do appear to have attracted particular disfavour.

Among the welter of major complaints, South East Asians have claimed: That the Japanese have run their businesses from Tokyo in the interests of the Tokyo parent, with little delegation to local managers and often against the interests of South East Asia; that there is tight Japanese interlock with the biggest Japanese businesses carving up the market between them to ensure that competition is not too strong, and then insisting on getting Japanese imports for their businesses using Japanese shipping and insurance; That Japanese investment with its great resources has often killed off local private enterprise, for example, in textiles; That the Japanese have exploited loopholes and have made use of corrupt or greedy politicians and civil servants to enhance their control, often in the interests of a

small elite and against those of the masses of the country.

Less involved observers may question whether it is fair to single out Japanese investors for being particularly self-interested. After all the British from at least the time of Clive in India attracted criticism for plundering the economies of Asia and Africa, and the "ugly" tag was first applied to the Americans. Some commentators suggest that the Japanese are merely more vulnerable to criticism because they are yellow-skinned like many South East Asians, but with the behaviour patterns and practices of the typical rich white foreign businessman. Alternatively, it may be that many South East Asians are still sensitive to the Japanese excesses of World War II and react in a more prickly way than they would for example to the behaviour of the Americans or British.

Clannish

Local extreme sensitivity does go some way towards explaining the Japanese reputation—but not the whole way and the Japanese themselves must take a good deal of the blame. They have shown themselves to be clannish and with a first regard for themselves; they have put on the united front of "Japan Incorporated" in which Government is at least a sleeping partner. As one Hong Kong banker told me: "When the Japanese have come out of their huddle and decided on a particular policy they just plough on determined to get their way. Can you be surprised how the local people react to this 'snow job'?" The Japanese hardly ever attempted to sugar their words or actions. Moreover, much more than the British or Americans the Japanese have tended to refer decisions back to the Tokyo head office rather than leave minor matters to local, if Japanese, initiative. In addition, the Japanese,

again much more so than the British or American foreign companies in South East Asia, have tried to bend the rules their way. Even the Americans, for example, have been governed by a sense of fair play and when governments have tightened the rules governing foreign investment have argued bitterly and often blackmailed and threatened to take out their money, but have abided by the new rules. With the Japanese there are many more question marks. I remember being told by a Japanese businessman in Bangkok shortly after the Tanaka demonstrations had led to stiffening of regulations: "No, we are not too worried by the rules about local partners and think we can find men who will be happy to have a Japanese friend to run his business and make money for him." In Indonesia last year I heard stories of local businessmen nominally controlling companies who complained that they were not allowed in the main offices.

For the moment all the issues are dormant. Japanese companies guided by their Government after the lessons of last year's anti-Tanaka riots in Bangkok and Jakarta are striving to adopt a lower profile and pay more regard to local wishes. But perhaps a more important factor is that with the lack of growth in Japan there is not so much money to invest and more energies are being directed towards trying to ensure a large slice of the reconstruction cake in Indochina. The test will come when the world and Japanese economies pick up again. With the British no longer having much energy or money or time for areas outside the European mainland, with the U.S. still smarting from its Indochina defeat, it will be interesting to watch the behaviour of even more exposed Japanese companies in South East Asia.

Kevin Rafferty
Asia Correspondent

Investor

CONTINUED FROM PAGE 1

more heavily capitalised than its Tokyo parent. The same companies have begun the delicate move towards employing foreigners in responsible overseas management positions. The language ability which is required from trading company employees and the long tradition (by Japanese standards) of overseas operation has made it relatively easy, for the trading companies to decentralise.

The top three trading companies now have over 100 overseas offices apiece and, for each of the top five, non-Japanese employees outnumber Japanese by a ratio of nearly three to one. The claim of the trading companies to be forerunners of the Japanese multinational has another basis—the fact that all of them are branching out into offshore international trade between countries other than Japan. But if the trading companies are leading the way they still do not match the internationalism of a handful of leading European trading concerns. For the rest of Japanese industry all forms of overseas activity remain firmly subordinated to the interests and control of the home office.

Integration

Japan's overseas presence will continue to grow during the next decade, whether or not the problems of decentralisation and local integration are solved successfully. If they are not solved, however, there will be more frictions like those which ruined Mr. Tanaka's South-East Asian tour. The Japanese have got used to the idea that they are not very popular in South-East Asia, but are perhaps a little too prone to assume that they are unconditionally welcome in other parts of the world, such as Latin America or Africa, where they start out with the advantage of not being a former imperialist power. The truth is that Japan still has to clarify its relationship with the whole of the developing world and with some parts of the developed world including Europe where Japanese products are well known but Japanese business methods remain unfamiliar.

There is some evidence that the Japanese system of labour relations, with its heavy stress of job security and a paternalistic treatment of employees can be successfully reproduced in countries which are accustomed to a very different style of labour relations. Japanese management methods, on the other hand, with their emphasis on "togetherness" and the gradual achievement of consensus, seem less suited to transplanting. Japan still has to develop the attitudes and skills which will enable the rest of the world to accept and absorb the growing presence of Japanese business.



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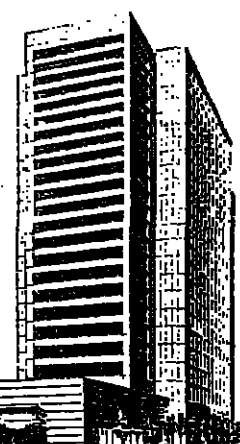
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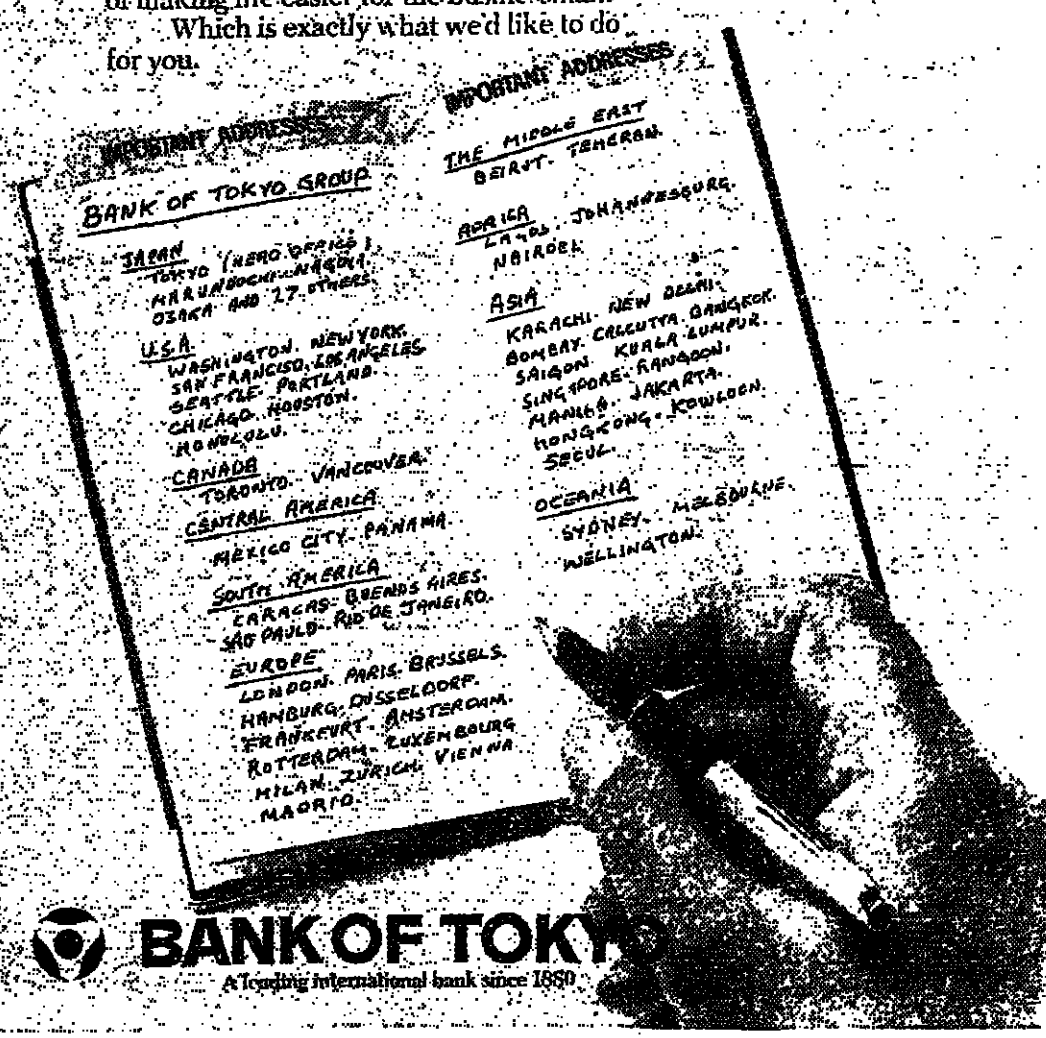
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JAPANESE INTERNATIONAL COMPANIES VI

As a logical progression in its overseas trade activities Japan is becoming increasingly involved in third-country deals. These operations provide fresh scope for the undoubted skills of its aggressive export sector.

Third countries

AFTER 30 YEARS of more or three X-ray energy spectroscopy, less steady and often extra-ordinary economic growth based on largely upon expansion of their international trade, the Soviet Machinery Export and Japanese to-day are among the Import Corporation in Moscow world's most active in pursuing through the Marubeni Corporation's offices in the Russian capital. Although the amount of money involved (\$120,000) was not really significant, Marubeni executives in the U.S. involving Japan's massive export to the Soviet Union trading houses, will continue to increase throughout this decade and well beyond.

Indeed, two recent cases can be cited to illustrate the type of such business operations that are becoming common and which do not directly relate to Japan:

● Marubeni American Corporation, a subsidiary of Marubeni Corporation, this summer sold

note that in both cases, regardless of the amount of funds been considerably increased in involved, the concerns handling the deals are big trading corporations.

Japan's leading trading corporations (sogo shosha) claim their interest in business between third countries has been stimulated in recent years by their own nation's prolonged economic recession and the ready it has resulted in the amount of third-country trade handled by the country's 10 biggest trading houses increasing from a mere 5 per cent in 1971 to a full 10 per cent at the present time.

Currently, according to Government statistics, these same major traders' business consists of 45.5 per cent domestic operations, 21.9 per cent exports and 21.6 per cent imports. Another effect which doubt-

less will continue is the insistence of management in the parent corporation that the overseas operations pay their own way. Some of the subsidiaries abroad, for example, are capitalised at levels exceeding that of the parent company. Others even now are being held responsible for providing as much as 15 to 20 per cent of the company's overall profits.

And with Japan's trading houses worried about the likelihood that the domestic economy will no longer be in a position to expand at yearly rates topping 10 per cent, a growing number of executive board rooms are looking to their operations abroad to do even more than merely take up the slack.

It was only a matter of months ago that the big Japanese trading companies achieved their largest profits by doing business on the domestic market. Obviously this situation depended upon extremely fast annual increases in economic growth at home, a situation that is no longer to be expected.

In every Japanese trading corporation of any size it is now clearly understood that such enterprises cannot expand in the future if they depend solely upon operations on the domestic market. Many prominent executives take this realisation a

turn, then permits the poorer States to purchase Japanese manufactured products.

According to MITI statistics, products which Japanese firms tend to purchase in one country and then sell to a third range from light and heavy machinery, electrical appliances, textiles and sundries, to soybeans and cereals as well as other agricultural goods.

Commented one top-ranking executive of a major Tokyo trading corporation: "Such operations assist the developing countries and even the industrialised States with a lack of strong trading systems. Nonetheless, we wouldn't be in a position to do the job if it were not for our extensive operations and our information networks which tend to tell us who wants what, where and when."

Although his statement, as far as it goes, is accurate, he failed to mention another ingredient—financing. Recent trends toward handling of such international commodities as petroleum, rubber, sugar, wool, cotton and chemicals have required the large Japanese trading houses to turn to overseas bankers for necessary funding.

Japanese trading corporations which now routinely engage in large-scale business with third countries are discovering the need for stepped up fund raising abroad and increased use of offshore financing through their traditional and often not-so-traditional banking sources. Despite the tendency of the Japanese trading companies to turn to their own allied banks either at home or through branches abroad, the expand-

ingly ambitious operations overseas—coming at a time when tight controls on financing are only beginning to be gradually relaxed—have forced them to look elsewhere.

Underlining this development, the trading houses currently are floating foreign bonds, selling commercial paper abroad and making considerable use of non-Japanese fund channels. This latter source, of course, is important for the financing of third-country trade and becoming more so month by month.

As can be imagined, the powerful subsidiaries of the trading firms in those countries where the funds are to be found play a key role. In many cases, it has been found, such a situation is imperative to the success of the operation. This is especially true where petrodollars currently are playing an important part.

Although most major Japanese banks are providing financing to the trading houses in their third-country trade, often through their branches abroad, they are missing out a much of the business.

Whatever the attitude of Japan's own banking institutions, however, the expected turn in the world's economy next year should allow the overseas branches to obtain a massive piece of the financial action. In the opinion of the finance departments of Japan's big traders, third-country business will expand so much in the years to come that there will be more than sufficient opportunities for every bank interested in the business.

A. E. Cullis

Bureaucrats

Even so, the Japanese have a long way to go in meeting their goal of at least \$10bn. per year in third-country trade. Authorities of the Ministry of International Trade and Industry (MITI), a group of powerful bureaucrats who strongly claim that such business totalled no more than \$5bn. in value in 1972, accounting for approximately 10 per cent of Japan's trade that year.

MITI believes third-country trading increases invisible trade income while at the same time assisting the developing countries in their drives to accumulate foreign exchange. This, in

The big Japanese trading groups are reckoned to have some of the most sophisticated information networks in the world. Headquarters are in round-the-clock contact with overseas offshoots.

Information network

HAND-IN-HAND with the growth of overseas and third-country business, Japan's giant trading companies have developed some of the most ambitious and comprehensive information systems operated anywhere in the world. Most of the major companies now have their own telex lines providing a 24-hour link between their head offices and their 100 or more overseas branches. Mitsui's system, which was completed a few years ago, provides instant communications access to 140 overseas branches and affiliates and links up, in the Tokyo head office, with a computer information storage system. Marubeni Corporation, the number three trading company, has developed its own on-line telex system providing unlimited access to the scope of the information gathering activities. The trading companies of Tokyo's big groups are reputed to have played their part in gathering information before the war. To-day major groups like Mitsui and Mitsubishi probably excel most in providing unlimited access to the scope of the information gathering activities. The trading companies with global admitted to be superior to that of the Japanese Government or to that of JETRO (the Japan External Trade Organisation). Iwai Company. For most of

Reputed

The involvement of trading companies (and the giant groups to which they belong) in information gathering is no novelty. The Zaibatsu predecessors of Tokyo's big groups are reputed to have played their part in gathering information before the war. To-day major groups like Mitsui and Mitsubishi probably excel most in providing unlimited access to the scope of the information gathering activities. The trading companies with global admitted to be superior to that of the Japanese Government or to that of JETRO (the Japan External Trade Organisation). Iwai Company. For most of

these companies the main technical problem in the communications field is how to make full use of the sophisticated and costly equipment installed in the last few years and in particular how to get full value from computer information storage systems.

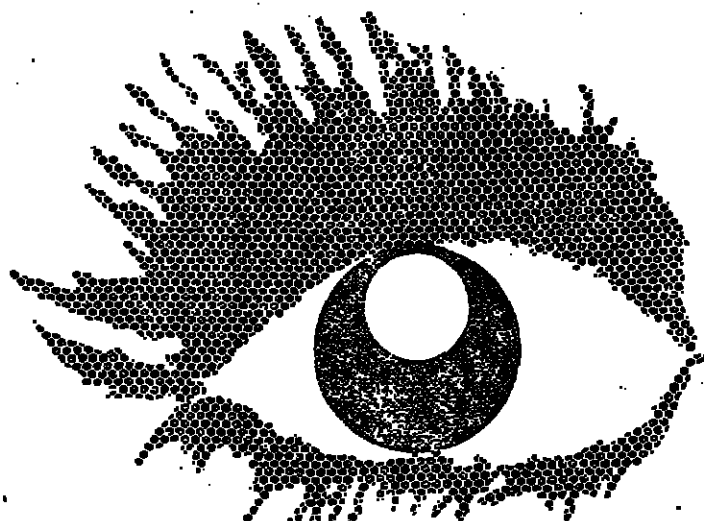
been obliged to seek help from one or other of the major trading firms in handling an urgent or tricky communications problem. An example was the case of the 1973 hijacking of a Japanese aircraft in Libya when the Ministry of Foreign Affairs used the private telex systems of Mitsui and Marubeni.

The technical capacity of trading company information networks is not always matched by the human factor, particularly where language ability is concerned. Mitsubishi Corporation, for example, admits that language problems are one reason why the number of executives needed to perform overseas business assignments is often considerably higher in the case of a Japanese trading firm than with the average Western company. In order to overcome the language barrier trading companies are now emphasising the acquisition of overseas experience at an early stage in an executive's career. Mitsubishi

Trading companies have

CONTINUED ON NEXT PAGE

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For more detailed media data, please contact the following Marketing Department



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مركز الاستثمار

JAPANESE INTERNATIONAL COMPANIES VII

Despite its very considerable export trade and growing overseas investment Japan still does not fully commit its national currency to international exchanges. There are some signs, however, of growing interest in greater liberalisation.

NE BY ONE little trial balloons are being sent up by bankers and by Government officials to see whether the domestic currency, namely, the yen, might not be further liberalised for external transactions, notably for trade finance. Liberalisation of the yen has been a perennial topic since the late 1950s, when it first became apparent that Japan was going to make the "convertible" (like European currencies). But it is not until the closing of the old window in August, 1971, the "Nixon shock" as the Japanese call it—that use of the yen for trade finance was marked upon any scale.

Until then the effective non-convertibility of the yen (or a partial convertibility at it) was enforced, especially times of stress, by controls imposed on the free yen accounts "established" after 60, and this had helped to ensure that the use of the yen overseas was limited. And still day only 15 per cent of ports and a negligible proportion of imports are financed in yen. The latest trial balloons, however, suggest that a period of years these measures are going to be a good deal higher.

In August a senior Finance Ministry official writing in Money and Finance, a Japanese language periodical, edited that "a yen market for trade finance may be opened in the future." Mr. Isao Fujioka, who is head of the International Finance Bureau in the Ministry, argued in his article, by way of a preliminary to this one substantive point, that there was little pan could hope to do about monetary disorders of the yen. The efforts of the U.S. and Japan to come to agreement on monetary matters were independent of anything Japan might do; there was a good deal of instability.

The Finance Ministry is particularly concerned about petrodollars. Since the rise in oil prices Japanese borrowing in the Euro-markets and from America has increased to the order of \$30bn., of which one-third comes from the Euro-markets and one-third direct from the U.S. At one point in advance in the summer of 1974, however, that permits interest rates to pan appeared to have reached

	EXPORTS				
	1971	1972	1973	1974	1980
Japan	1,188	1,360	1,932	2,143	4,715
U.S.	821	615	759	750	1,575
U.K.	490	449	603	457	630
Total	4,375	4,896	6,214	6,906	12,848

	IMPORTS				
	1971	1972	1973	1974	1980
Japan	874	629	739	1,085	3,944
U.S.	1,042	873	860	1,348	2,188
U.K.	887	836	768	846	273
Total	4,160	4,008	4,131	6,084	10,523

the absolute limit of its borrowing in international markets—this was just after the Herstatt collapse and the "Japan rate" in the Euro-markets was at a record level too—and the country still needed some \$4bn. This was raised, not without difficulty, by borrowing directly in the Middle East; Mr. Fujioka himself is credited with having lifted \$1bn. on a swift trip to Saudi Arabia. An embarrassing situation.

Rigidity
As Mr. Fujioka describes the official attitude to the incident. "Things are fairly quiet now. But we must not forget the fix we got ourselves into, nor must we ever repeat such a mess." One way, according to him, of ensuring that sudden visits to Riyadh be not called for again, would be to cut back on dollar finance of foreign trade, gradually, and to substitute the yen; thus the \$30bn. monster—Japan's reserves stand at less than half that figure which is probably understated anyway—might be tamed. A prime requirement, however, is that domestic interest rates fall to international levels; and such is the rigidity of the Japanese capital market that change cannot be anticipated in the near future.

The same topic was taken up by a Bank of Tokyo official, a former head of the Research Department of the bank, in an article, contributed to an English-language newspaper in September. Writing in the Mainichi Daily News of September 30 Mr. Ichiro Takeuchi addressed himself directly to the topic of lower domestic interest rates: "As long as an interest rate in advance is made in a direction of summer of 1974, however, that permits interest rates to pan appeared to have reached

dimming of the need to restrict free yen accounts and to obstruct the inflow and outflow of capital." Mr. Takeuchi's case is this: Japan is very much the seat of "financial protectionism" but the "general trend" should be towards liberalisation; meanwhile the long-term growth rate is falling here and this means that the pressures on the domestic capital market should change in character. "When the economy enters a period of lower stabilised growth, an artificial low interest policy giving priority to industries will not only cease to be necessary but will even hinder the operation of the economy."

The point is that at long last the established policy of treating industry as the prime target of growth should be abandoned; in future there should be two principal financing requirements: "In the factors leading to economic growth emphasis will be shifted from private plant and equipment investment to public investment. This will result in shifting the emphasis of the financial policy from industrial financing to the assurance of public funds."

Thus it will become necessary, in this Bank of Tokyo man's view, to "entrust the distribution of capital to the adjustment by the free movement of interest rates in the market"; for a long time, it may be noted, the capital market in Japan has really been frozen with the authorities—directly, the Bank of Japan—dictating interest rates to the banks and, indeed, allowing them to fluctuate little. In future, if Mr. Takeuchi is right, there will be something closer to the American or British degree of capital market freedom, making trade finance,

among other things, feasible at last.

A question raised by Mr. Takeuchi, meanwhile, is whether Japan might not succeed in creating some kind of "yen bloc." An obvious candidate for inclusion in such a currency area would be Australia: in this connection the Bank of Tokyo Research Department has produced a provocative study of the internationalisation of the yen the main points of which is indeed that Australia should be economically incorporated within Japan—much as the Japanese feel themselves to be incorporated in the U.S. at present given their overwhelming dependence on the dollar (and on America at large in both economic and military terms). This research study was completed early in 1975 and includes the trade projections for exports and imports indicated in the accompanying table.

Australia

A prime assumption here is the lack of dynamism of British exporters, effectively leading to a reduction in their share of the Australian import market from 13.9 per cent. still in 1974 to just 2.7 per cent. six years later. But a further, more significant notion is that Australia will increasingly fall within the Japan trade—and currency—orbit. How likely is this? Very likely, one would say, but the deeper underlying assumption French, have a tradition of — that the world will divide into trading and currency blocs one of which will be a night-for all that the long-run bloc — may be questioned. The first notion could prove to be in favour of liberalisation justified; following the break-down of the Bretton Woods system, in the Japanese view

at least, there is a danger of increasing instability and protectionism, which would be part and parcel of a fragmenting of the "Free World" into smaller alliances.

On the other hand (this is the official view, certainly that of the Bank of Japan and to only a slightly lesser degree the Finance Ministry) Japan is very likely to stay under the wing of the dollar. In his article Mr. Takeuchi questions whether "it is desirable to assume burdens and to continue dependence on the dollar is (not) akin to a child who, upon reaching maturity and independence, continues to sponge on his parents." But he does not seem to appreciate that Japan remains, not least in military terms, quite dependent on the U.S. — and the yen-dollar relationship is thus to a great extent a reflection of political reality.

Or should one regard the trial balloons of to-day as intended for the 1980s? Possibly this is the right context. In other words use of the yen in international transactions might not be expected to develop too rapidly in the near future; free yen accounts will not grow all that quickly either (though there has been a bump up this year); nor will the Tokyo foreign exchange market be permitted to expand (or become a real market) in the near future. The Japanese, like the deeper underlying assumption French, have a tradition of — that the world will divide into trading and currency blocs one of which will be a night-for all that the long-run bloc — may be questioned. The first notion could prove to be in favour of liberalisation justified; following the break-down of the Bretton Woods system, in the Japanese view

Henry Scott Stokes

JAPAN INTERNATIONAL BANK LIMITED



Network

CONTINUED FROM PREVIOUS PAGE

rest of Japanese industry of its European and Latin American regional offices (in the Government) in the U.S. and in the Middle East, although like Mitsui, appointed a vice-president to Mitsui Company's how to react to the disruption of U.S. and upgraded a of Beirut as the region's managing director stationed in business centre. Unlike in London as president of Japanese foreign Ministry, Mitsui and Company Europe to ich boasts only a handful of the status of vice-president of ent Arabic speakers, trading company staff have been studying at Middle East universities the past ten years or so and w represent a valuable reservoir of language expertise. is one part of their strategy: expanding and strengthening overseas operations, the company's capacity for fund-raising in overseas capital markets and to provide a ne of their overseas offices. stronger base for undertaking third country business. The last ces have been set up in key two functions: are placing in vestres such as New York or ceasing demands on the trading ndon and senior executives companies' store of financial ve been appointed to head and commodity market exper. Mitsubishi Corporation ise. Mitsubishi now employs 70 ntly despatched one of its specialists on overseas capital markets. In the field of com-modities some companies are Mitsui's U.S. and appointed opening branch offices at the ration U.S.A. and appointed opening branch offices at the n managing directors as heads main auction centres for key

Dependence

The purpose of such moves is to reduce the dependence of overseas regional headquarters upon the home office, to strengthen the company's capacity for fund-raising in overseas capital markets and to provide a ne of their overseas offices. stronger base for undertaking third country business. The last ces have been set up in key two functions: are placing in vestres such as New York or ceasing demands on the trading ndon and senior executives companies' store of financial ve been appointed to head and commodity market exper. Mitsubishi Corporation ise. Mitsubishi now employs 70 ntly despatched one of its specialists on overseas capital markets. In the field of com-modities some companies are Mitsui's U.S. and appointed opening branch offices at the ration U.S.A. and appointed opening branch offices at the n managing directors as heads main auction centres for key

products. They are also steadily accumulating their store of knowledge on the political, economic, weather, and population factors governing commodity prices.

A recent form of information gathering is the "overseas machinery information centre." Such centres have now been established by Mitsui and Co., Mitsubishi Corporation and C. Itoh in Europe and the U.S., with the purpose of compiling information on the availability of foreign machinery including prices, specification, delivery dates and delivery reliability. The aim of such centres is to assist Japanese companies contract for international plant or construction contracts to obtain equipment from the cheapest or most convenient sources, which may nowadays not necessarily be Japanese.

Trading companies are themselves ambitious promoters and co-ordinators of overseas projects often initiating such projects after discussion with foreign governments and "then providing the information back-up needed to secure contracts for their client companies." Trading company staff abroad may work for years on major overseas projects without getting a chance to see them through to the stage of final implementation. In the course of such work trading companies accumulate data on the political, economic financial situation of countries in which their client companies are seeking business as well as on more specialised subjects such as the labour market.

The weakness of the system is that such information tends to become the property of the department within a trading company handling the project concerned instead of being made available for general use by all sections of the company. Trading companies are attempting to centralise their information systems so as to overcome the drawback of excessive compartmentalisation. Mitsubishi Corporation, for example, recently took a step in this direction with the establishment of a centralised information filing system called "project information team." The success of the Mitsui project and others like it in co-ordinating the trading companies' vast stores of information will help to determine their future success in launching and carrying through overseas projects.

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JAPANESE INTERNATIONAL COMPANIES VII

Foreign companies have achieved little in the way of establishing a physical presence in the Japanese economy. This is partly because land is scarce and labour expensive, but more importantly because the way to direct investment is strewn with obstacles, bureaucratic, legal and institutional. Progress towards liberalisation.

Foreigners' stake

IF IT IS broadly true that Japanese companies have been slow to move outside their own country it is also true that foreign companies have not established a big physical presence in Japan. The reason for this, however, is not so much reluctance or lack of interest among foreign companies in gaining a stake in what is now one of the world's largest markets as the sheer difficulty of setting up shop (or factory) in Japan.

From the end of the post-war occupation period until 1967 direct foreign investment projects in Japan required "case by case" approval from the Ministry of International Trade and Industry and MITI approval was normally given only when it was clear that an incoming foreign venture would not represent a threat to established Japanese companies. From 1967 onwards the Government embarked on a policy of investment liberalisation, which culminated in summer 1973 when all but a short list of specially sensitive industries were opened for 100 per cent investment by foreigners.

The 1973 round of liberalisation means in theory that a foreign company can now establish a wholly-owned subsidiary in Japan to make anything from mammoth tankers after a routine clearance of its application with the Japanese Government. Foreigners may also, according to the law, gain up to 100 per cent control of established Japanese companies (provided the companies concerned agree to be taken over). But in practice there has been no flood of direct investment into Japan since 1973 nor of takeover bids for Japanese companies. At the last count more than 100 per cent success, to

Obstacles

There appear to be three main reasons why foreign companies have not come rushing into Japan since the barriers were removed. The first is that most Japanese industries are now so strong that foreign companies would find it hard to compete with them on their home ground. The second reason is that lack of space and of many other resources makes Japan a costly place to invest even allowing for the size of its domestic market. The third reason, which has been highlighted by the recent case of Dow Chemical Company's Hokkaido caustic soda project, is that obstacles can still, on occasion, be erected by Japanese authorities.

The Dow Chemical proposal was formally placed before the Japanese Government last July but has aroused strong opposition from Japan's domestic caustic soda industry which feels threatened by Dow's reputedly superior technology. The domestic industry is in a position to exercise considerable leverage on the Ministry of International Trade and Industry through bureaucratic and administrative obstacles, but there are, of course, instances of diffi-

Bastion

One of the last bastions to fall to would-be foreign investors in Japan (as far as May of this year) was the retailing industry. Retail was one of the handful of industries to the 1973 liberalisation measures, being subjected to special ruling which limited foreign involvement to a 1 per cent share in a maximum of two retail outlets. When investors were finally allowed to build as many retail outlets in Japan as they liked (by this year) it became possible in theory for exporters to finally to bypass the costly Japanese distribution system which has often been regarded as a barrier to imports. The realities, however, differ from what is in the regulations as in other branches of investment. One complicating factor is that Japan's domestic retailing is governed by a complex legislation (which in practice is almost as strict as the old controls on foreign investment). The other factor which prevents foreign companies flooding Japan's retail outlets specifically listed to sell their products at a price of land. The liberalisation of retailing investment, which helped to prove the point that Japan is not, and will not become, a paradise for direct investment, is what the regulations may make



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The telex room at Mitsui's head office in Tokyo.

The "Big Four" Japanese securities houses—Daiwa, Nikko, Nomura and Yamaichi—enjoy a broader scope of operations abroad away from the control on their domestic activities. New directions for their expansion abroad.

Securities houses

FOR THE SAKE OF simplicity, the table incorporated in this article simply shows where the "Big Four" Japanese securities houses are represented in the financial capitals of the world.

What those offices are doing, and where, varies greatly—depending on the judgement of the particular securities house, the Japanese Ministry of Finance, the authorities and laws (chauvinistic or otherwise) of the countries concerned and, sometimes, where there might be money to burn.

Starting from source, in Japan, the securities companies are joint stock corporations licensed by the Minister of Finance to engage in four types of business—entrusted purchases and sales, purchases and sales on their own account, flotation and underwriting, and invitation of sale and public sale of securities—under the Securities Transaction Law.

Overseas, the scope can be much broader. Take Amsterdam, where as Daiwa's London managing director and general manager Mr. Koichi Kimura puts it, "banking licences can be obtained, there is relative freedom in foreign exchange transactions and there are tax advantages as well". for Amsterdam, Nomura's detailed list

	INTERNATIONAL OFFICES															
	AMSTERDAM	BANKOK	BEIRUT	BELGIUM	CHICAGO	FLORANCE	GENEVA	HONG KONG	LONDON	MILANO	MONTREAL	NEW YORK	PARIS	SÃO PAULO	SINGAPORE	STOCKHOLM
NOMURA	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
NIKKO	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
DAIWA	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
YAMAICHI	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

of activities includes: extending medium and long-term loans; managing and participating in syndicated loans; accepting Eurocurrency deposits, engaging in foreign exchange transactions; carrying on investment banking; and acting as broker, dealer underwriter, distributor and investment adviser for all kinds of securities.

As principals, the securities houses seem to have relative freedom in centres like Amsterdam, Frankfurt and Hong Kong

CONTINUED ON NEXT PAGE

JAPANESE INTERNATIONAL COMPANIES IX

While the pace of Japanese investment abroad has slackened since the energy crisis at the end of 1973, the amount of the country's corporate activity in the world is nevertheless still remarkable.

Investment abroad

It is an astonishing fact that more than 80 per cent of Japan's capital exports for direct investment purposes (that is, in business activities which are deemed to ultimately come under Japanese control), have taken place since the beginning of 1973.

There is very little doubt that for the energy crisis at the end of 1973, this trend would now have swept into a geometric progression. As it is, many managements are at present deep in thought, agonising over whether the conditions which wrought the change in the early 1970s will reappear again before long.

There were, of course, pressing reasons for the exodus of capital at the time: so dramatic a implosion of funds into foreign bricks and mortar (\$5.9bn. in officially approved loans and \$4bn. in actual capital

movements in two years alone)

is not easily triggered off. It could not have been done by macro-economic and political conditions alone, those these must have helped both positively and negatively. For instance Japan's large payments surplus was highly conducive to capital outflows of all descriptions; and absence of wars and revolutions in most of the world made it look as though foreign investments could be productive and profitable. What really counted in the sphere of direct investments, however, were harsh commercial pressures on corporate managements. Several of these are readily identified. Some managements felt driven out of Japan by soaring wage costs—thus textile manufacturers looked to low wage countries for sites for plant expansion, and in some cases probably with an eye to gradual transfer of the most labour-intensive departments of their businesses.

(which is much more capital-intensive) in some semi-processed form. The influence operating here included the fact that Japan was becoming a progressively larger buyer (especially in comparison with other buyers) of most industrial materials, which therefore made for an increased need to invest in procurement projects relative to other suppliers of capital (the alternative was to be increasingly exposed to market fluctuations, and perhaps to court future supply bottlenecks).

The choice of semi-processed products, where made, no doubt reflected the concern with problems already mentioned—such as air or sea pollution—but some other factors operated as well. One was the fact that many supplier countries actively sought such benefaction, to assist their own economic development. Also, though more recently, when electric power derived from oil became expensive, there was an added incentive to look elsewhere for cheap sources of energy (the prime example is the manufacture of aluminium).

Still other investment was clearly aimed at securing markets, for instance for consumer durables in the EEC.

Lastly, and much the most discussed factor in Japan during the past 18 months, it has been widely felt that oil suppliers (and possibly the possessors of some other scarce materials) are able to command a wide range of investments on their soil, some of these not directly related to the commodities that Japan wants to buy from the countries concerned. One example is the steel mill being built at Qatar, using a natural gas process.

A large number of management decisions have no doubt been influenced by more than one of these considerations. The net result appears in the tables, though with the exception of most of the much-canvassed proposals to set up factories in the Middle East (many of which will count as direct investments, if and when they materialise).

Among the features, it is clear that while Japanese investments are very widely spread both geographically and by type, there has nevertheless been a distinct preference for some countries and some varieties since March, 1973 (though it should be noted that these figures relate to applications approved by the Ministry of Finance and there is no

JAPAN'S DIRECT INVESTMENTS ABROAD (\$m.)

	Approvals*	Actual†
1951-64	790	n.a.
1965	159	n.a.
1966	227	n.a.
1967	275	n.a.
1968	557	n.a.
1969	665	n.a.
1970	904	n.a.
1971	858	n.a.
1972	4,435	1,851
1973	2,338	723
1974	3,497	1,972
1975	2,396	2,012

*Fiscal year, ending March following calendar year-end.
†Calendar year, IMF definitions adopted.

JAPAN'S OVERSEAS STAKE (\$m.) (Approvals basis)

	Apr. 1973, 1970 to 1975 (cumulative)	Mar. 1975
U.S.	1,298	2,571
U.K.*	100	1,507
Brazil	685	1,253
Indonesia	717	1,190
Middle East	174	780
Australia	218	524
Korea	288	495
Peru	360	445
Canada	165	440
Bermuda	272	301
Hong Kong	174	274
Malaysia	174	250
Singapore	135	226
Thailand	65	194
Philippines	102	190
Taiwan	67	174
Germany	81	137
France	61	135
Others	757	1,580

5,893 12,666
*Includes investments made elsewhere through intermediaries in London.

guarantee that all the investments will actually be proceeded with).

It appears that ten countries experienced a more-than-doubling of their Japanese investment (promised) in the two years ended March, 1975: the U.S., Indonesia, Brazil, Korea, Bermuda, Hong Kong, Malaysia, Singapore, the Philippines and Germany.

At the same time, intended investments were increasingly concentrated in manufacturing—especially of textiles, chemicals, metals, electrical goods and food products—and mining.

Peter Duminy

Securities

CONTINUED FROM PREVIOUS PAGE

and Sanwa/Bairings, however, seem (to date) only interested in overlapping into the underwriting business—and underwriting straight bonds, since the banks do not have the securities houses' familiarity with convertible, or equity, issues expressed in terms of depositary receipts.

In fact, the securities houses are also quick to point out that, being relatively new to banking, they would have to climb a long learning curve before they were any real threat to the commercial banks' operations—the corollary being that the banks have their own curve to climb in equities. Just the same, it is possible to detect a glint in the securities house man's eye, when you ask him if the strict barriers in the Japanese financial market are never going to be breached.

Research

But the most interesting feature of the "Big Four" must still be the importance they attach to their investment research operations—described highly glowingly (to the Westerner) as "Institutes" by Nomura and Yamaichi, as a "Center" (under separate cover) by Nikko, with only Daiwa descending to the "department" level.

Recent years, and bear markets, have seen a lot of trimming in U.K. and U.S. investment research departments—some top men opting for a dealing role as they found their research failing to interest the client, and others simply being chopped as the economics of stockbroking dictated massive cuts in costs. The Japanese houses, if anything, have strengthened their research efforts in recent years;

the reasons include the relative strength of the Japanese economy, and the relative ability of the securities houses to provide funds (and morale) for their research operations.

The two-way traffic in which the securities houses should excel—selling Japanese securities to overseas investors, and overseas equities to the home institutions—was boosted in February 1970, when the Japanese Government first approved the acquisition of foreign securities by Japanese investment trusts, followed by approval for insurance companies in January 1971 and private investors in July of that year.

There was an hiatus with the oil crisis and the capital outflow occasioned by it, which led to voluntary restrictions of the private placement of foreign securities with Japanese investors. This restriction was lifted at the beginning of this year, but it was not followed by the same boost that the securities houses saw in 1971-72, due to the delicate state of some overseas markets, and the revaluation of the Yen—which gave the Japanese investor some pause where overseas investments were concerned.

However, the "Big Four," and their research efforts, are protected by their specialised approach to broking and banking affairs. Their swift disclaimer, when asked about recommending U.K. stocks for U.K. holders—or German stocks for the Arabs, for that matter—is evidence, enough that they are reasonably satisfied with a growing economy which produces growing investment potential per capita, and growing interest among overseas fund managers.

William Cochrane



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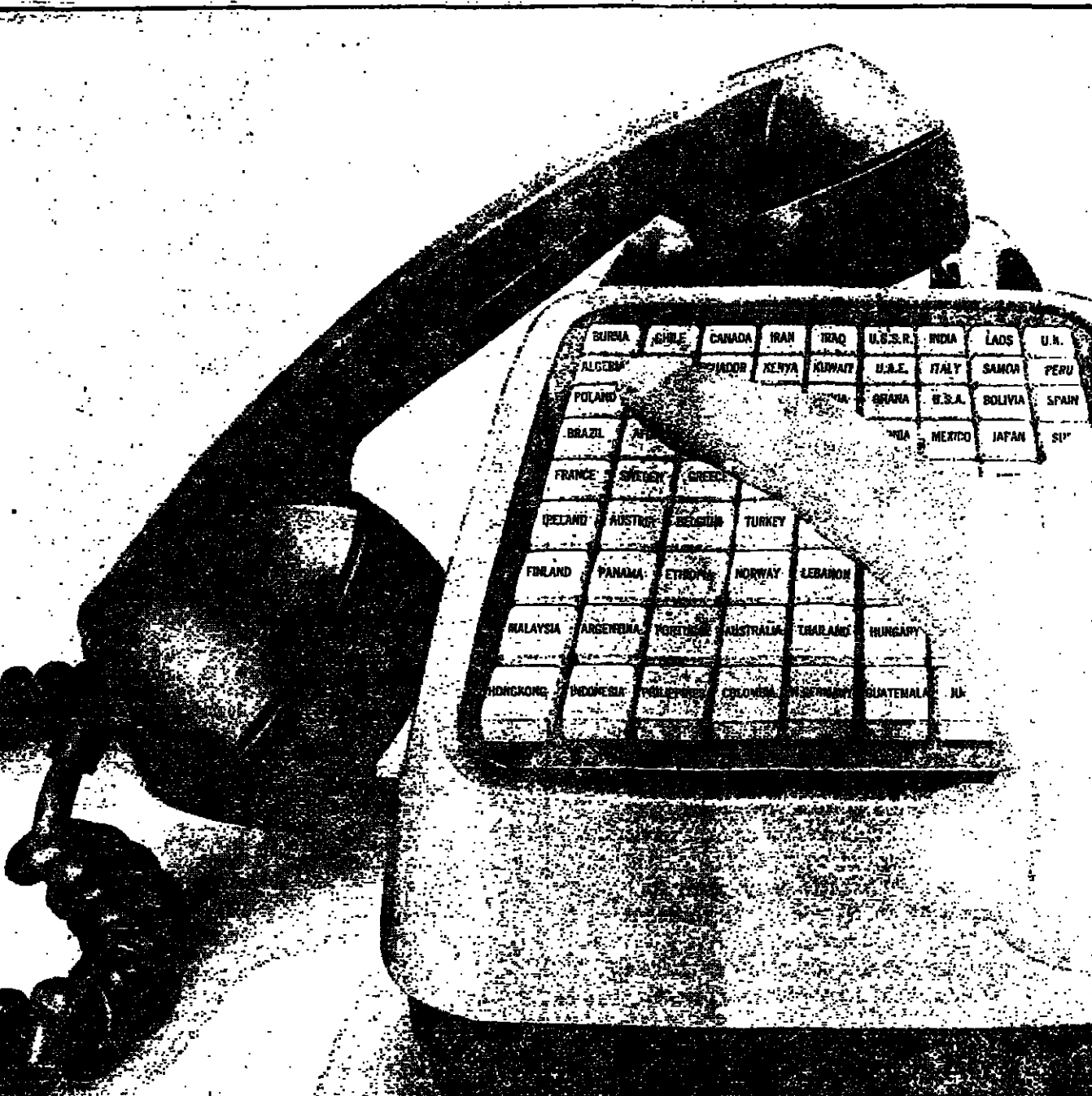
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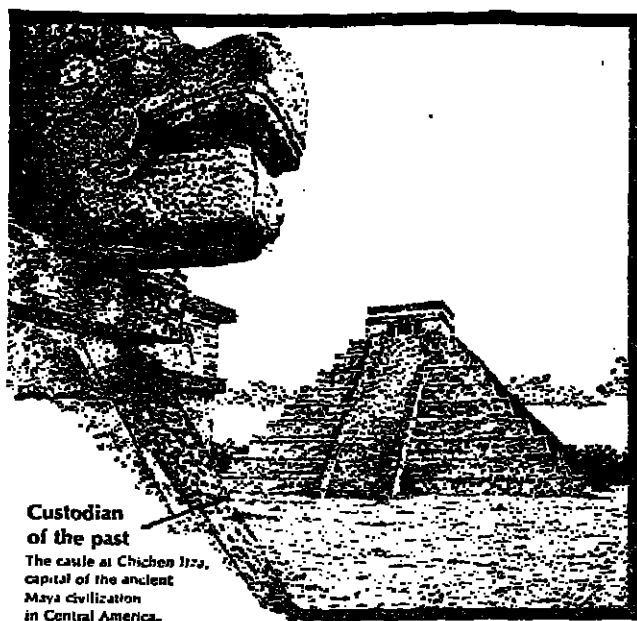
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JAPANESE INTERNATIONAL COMPANIES X

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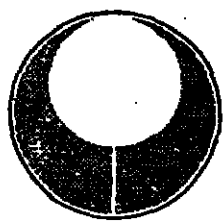
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Once the world economy begins moving forward again, the textile industry is expected to enter into further overseas investment, particularly in the U.S. and Europe.

"THE SITUATION was forecast in 1971 during the Japan-U.S. textile negotiations," said Ichiro Kawagoe, a spokesman for Teijin, one of Japan's leading textile manufacturers. "Our industry abroad, few if any will be leaders claim that to-day's America is to-morrow's Japan."

To-morrow's Japan is expected now to have much of its manufactured apparel goods imported from nations in Europe and South East Asia. These two areas accounted for 78.5 per cent. of all imports of textile materials by Japan last year. In the first seven months of this year, they accounted for 74.9 per cent. of these imports.

This imported textile material, unfortunately, is not coming from output by subsidiaries of Japanese fibre and textile manufacturers. Nearly all manufacturing abroad, by subsidiaries centres on the production of fibres, or weaving and spinning for sale to local manufacturers, or for export to third countries.

For instance, of just over 220 manufacturing subsidiaries established abroad by the Japanese, 140 were for the output of fibres or spinning and weaving only, with only 15 of the total involved in the manufacture of finished goods.

Essentially, overseas investments by textile firms have centred on plants built to satisfy local markets for the most part. In the case of Thailand, where 28 Japanese manufacturing facilities are located, in Taiwan with 21, Indonesia with 20 and Hong Kong with 27, all are engaged in selling mostly to the local markets.

The peculiarity of Japanese textile investments abroad first involves ownership. In the case of Kanebo, only three of its 21 subsidiaries are 100 per cent. owned by the home management, the remainder being joint ventures with local interests. In the case of Toray Industry, with 52 subsidiaries abroad, almost all of them are shared with local interests. In

the case of the five subsidiaries abroad of Asahi Chemical Industry, only one is 100 per cent. owned by the parent firm. Another peculiarity is that a total of 220 subsidiaries abroad, few if any will be involved in garment manufacturing. For instance, of Teijin's 23 subsidiaries, only two are engaged in apparel manufacturing, and all of their output is exported to the U.S.

Another peculiarity is that overseas subsidiaries are not limited to the 105 in Southeast Asia. There are at least 22 in the U.S. for manufacturing purposes, 28 in Brazil, six in Australia, two in Italy and four in West Germany.

Adding to the situation is the sale of licensed technology on Japanese textile manufacturing. Of a total of 106 licences outstanding last year, 21.6 per cent. were in the hands of Americans, 10.3 per cent. in the hands of Italians and 5.6 per cent. in the hands of Swiss manufacturers. The remainder were spread thinly in various countries. All of them involve textiles in some form or other. In addition, manufacturers have at least 43 non-textile related subsidiaries abroad, spread around the world.

Of 135 subsidiaries abroad in the textile field, 8 are in wool spinning, 9 in silk spinning, 21 handle purely cotton spinning, 68 handle synthetic textiles including blended products, there are 13 spinning and weaving facilities, six for nylon and one for worsted yarns. The others are involved in a variety of textile related production.

With only eight subsidiaries in Western Europe, it can be expected that the Japanese will establish more, Teijin's Kawagoe said. The Asahi Chemical Industry-Toray Industrial Development Authority joint venture in Ireland is one of the latest. Asahi has 45 per cent. interest in the venture, Toray and IDA 10 per cent. each; the remainder held by local interests. The venture is for the production of

acrylics, where Japanese textile sources say "There's room for a couple of more guys in there without upsetting the market structure." This is the first time in textile history that two competitors have joined forces in a market as Asahi and Toray have done. Simply put, the Japanese are finding that establishing production facilities within the boundaries of a market proves to be a better deal than shipping the same products to the market from Japan or even a subsidiary in South East Asia.

A clear example of this is Kanebo's 21 subsidiaries and the reasons for their having been established in a particular country. One was for sales purposes, three were for non-textile related diversification, seven were for taking advantage of the local labour force, while 10 were for expansion of the local market and for exports to third countries.

In the case of Teijin, it recently announced agreement with Fibroquímica SA, a leading Spanish group in plastics, real estate and housing and textiles, for a joint venture to produce polyester fibres in Barbastró, Spain. It is Teijin's first joint venture in Europe. This will serve as Teijin's entrée to the expanding EEC. More subsidiaries can be expected as the textile trade attempts to enter Europe. Since last year there was a slight imbalance in Japanese textile trade with Europe of \$4.5m. with Japan at the short end.

However, because of the recession, Japanese management is finding that an abundant supply of labour is emerging at home. For the time being, then, labour is not a prime reason for establishing a textile plant abroad particularly in South East Asia, where they have been established since the early 1950s. At that time, the advance southward was for the cheap labour. But now, since early in this decade, the decision to establish abroad has

The top 11 Japanese electrical appliance producers have over 100 manufacturing facilities abroad and almost all are aiming at further expansion.

Electronics

"SONY HAS a bigger image than we have and we sometimes are disappointed, but our company name, Sanyo, means within the 29 jointly-owned ventures abroad, plus eight sales offices."

Sanyo may be relatively unknown but, statistic for statistic, it has more manufacturing ventures, more joint ventures and more licensing agreements than Sony—but about half the number of sales offices abroad.

Sanyo operates in over 20 countries but it has worldwide production facilities. And management is continuing expansion, disregarding the current recession. As with most Japanese manufacturers, such places as Ireland and Spain offer what are believed to be excellent opportunities for getting into the Common Market in due time: build now, for a better to-morrow, regardless of the present economic climate.

Is Sanyo alone among the Japanese? By no means among electrical manufacturers. Almost all express great interest in continued expansion abroad, mostly in the form of joint ventures, but still increasing their capability to meet new challenges and create greater profit opportunities.

For instance, Mitsubishi Electric's Jiro Sasaki said that his company still "has too few facilities abroad." The company has 20 foreign manufacturing operations in nearly as many countries plus nine sales offices, one off-shore procurement office, one consultant's office and one facility not related to electrical equipment manufacturing.

The top 11 electrical appliance manufacturers in Japan have over 100 manufacturing facilities abroad, all joint ventures in some form or other. They are sited in 45 countries, mostly in the northern hemisphere, including the East for a 1-2 horsepower air conditioner for food markets, a third is for manufacturing ferries and a fourth is for production of a closed compressor.

To the U.S., the mix is different. For instance, the computer manufacturer Fujitsu has extended a licence to Texas

integrated circuitry and testing equipment in a cross licence deal. Hitachi has extended technology to Picker Corp. for X-ray equipment.

In the U.K., Hitachi in 1966 extended technology on manufacturing a ladle crane for a converter to Wellman Machines Co. Kokusai Electric extended a licence to Plessey (U.K.) in 1964 for the right to use technology on a mechanical filter for telecommunications equipment. This is valid until 1977, with a royalty of 3-5 per cent. of sales. Murata manufacturing has extended licensing valid until 1981 to GU Overseas for technology on an electronic circuit switch.

To some extent, Japanese electronics manufacturers have contented themselves with home production for their prime products, such as tape recorders, radios, colour TV sets, etc. like for export. But here again, the mood is changing. Sony's purchase of West Germany's Vega operation was solely for the purpose of producing within the market concerned. Its Wales venture is on the same order. It plans to establish a manufacturing facility for TV sets in Brazil.

At present, the 11 largest Japanese electrical appliance manufacturers have nearly 200 joint ventures abroad, including 65 sales offices on all continents. They have reached agreements to extend over 150 technological licences, one-third of those to American manufacturers. Many of these agreements do not cover electrical appliances but lean heavily on such equipment as sky parks (overhead parking), elevators and other heavy duty electrical equipment, plus smaller items like batteries and motors.

For instance, they have extended four licences to two companies in Bulgaria. One concerns the manufacturing technology on an aluminium electrolytic condenser, another is for a 1-2 horsepower air conditioner for food markets, a third is for manufacturing ferries and a fourth is for production of a closed compressor.

A prime example is Hitachi. Instruments for a semi-conductor element containing

Textiles

been made more on the basis of potential profits within a particular market.

In a recent survey by the Ministry of International Trade and Industry, covering 1,295 companies with investments abroad in the textile industry, the reply to the reason for investment was least strongly towards a "search for cheap labour." But that survey covered only up to 1973. Since the recession deepened and with the release of so much part-time labour and the shortage of jobs for younger workers, that reason is no longer valid, industry sources say. The motive for new investments abroad now is figured strictly from the profit incentive, they add.

Textile investments last year totalled \$174m., 7.4 per cent. of total foreign investment by the Japanese last year. In 1973 the investments were \$326m., or in 47th place. By sales, Teijin

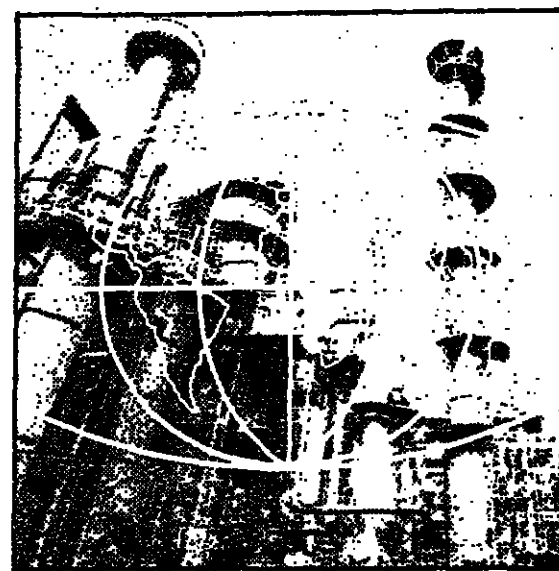
is fifth in the top 50 with production of \$163m. last year by its subsidiaries and fifth in sales by its Sunkyo Clothing Co. venture in South Korea. The company had sales last year of \$55.6m. The company is involved only in polymerisation and fibre manufacturing and no in apparel manufacturing.

Teijin's second best, Hualor Teijin Corp. in Taiwan, covers from polymerisation to weaving and knitting and had sales of \$30.6m. last year to rank 10th on the list of top 50 sales ventures abroad. With 52 subsidiaries abroad and ranking eighth in the top fifty, was down the list in terms of production last year at \$88m. Top companies in sales was Han Synthetic Fiber Industry (South Korea, 20th on the list, with \$30m).

Of Japan's top fifty foreign investors, the textile industry ranks relatively high with seven on the list with over \$30m. in investments. Toray Industry ranks eighth, Teijin 12th, Toyobo 22nd, Asahi Chemical 31st and so on down the list. The lowest is Mitsubishi Rayon investments were \$326m., or in 47th place. By sales, Teijin

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هاتف الادب

JAPANESE INTERNATIONAL COMPANIES XI

After years of anonymity Japan's steel industry is showing a public face befitting the world's third largest producer and biggest exporter. Names like Sumitomo and Kawasaki are appearing in overseas stock exchanges and bond issue lists.

The steel industry

JAPAN'S FIVE integrated steel mills, and even some of the smaller, are appearing on the world stage in a variety of capacities. There are many reasons for this. All five companies have floated bonds on international markets in the past year, while in addition Kawasaki obtained a listing on the Frankfurt Stock Exchange in April and Sumitomo is quoted in both Frankfurt and Düsseldorf.

Steelmen explain this in terms of a capital hunger that is already formidable and has been projected to grow at a rate which will be beyond the capacity of domestic markets. They had particular reason to feel this in 1974. Nippon Steel, the world's biggest producer (with a peak output of more than 40m. tons of crude steel in 1973) was busy spending \$900m. on capital projects, more than twice the total of a year before.

The industry as a whole had increased its capital expenditure (on a cash disbursement basis) from \$1.86bn. in 1973-74 to \$2.7bn. in 1974-75 and was planning to spend \$3.8bn. this year. It had drawings on the Eurodollar market, so-called impact loans of \$250m. last year after \$100m. in 1973. Some of this may have changed now that world steel markets are depressed, and an increasing amount of steel-making capacity (including the world's largest plate mill, recently completed by Kawasaki) is idle. Steelmakers must be asking themselves if all their expansion plans are justified. What has not changed, however, is that the steel industry appears to be inefficiently financed, in comparison both with its overseas competitors and with some other industries in Japan.

Recent calculations by the Economic Planning Agency show that, as a percentage of gross value added, finance costs are 19 per cent. in Japan's steel industry, compared with 8.6 per cent. in the U.S. and 5.9 per cent. in the German industry (figures derived from 1970 annual reports). This reflects the large debt to equity ratio of Japanese steelmakers.

Machinery

This 19 per cent. compares unfavourably with such Japanese industries as motor-car manufacturers (10.9 per cent.) and the machinery makers (14.6 per cent.).

Another EPA study suggests that the steelmakers were paying more for their money than their domestic industries last year. The average cost of borrowed money was 11.06 per cent., compared with 10.38 per cent. for manufacturing industry as a whole and as little as 7.7 per cent. in the case of the chemical industry.

Also, when finance costs were expressed as a percentage of sales, the steel industry again came out with 6.1 per cent. against 4.39 per cent. for 1972 of 4.5 per cent. of the U.S. and 2.39 per cent. for motor-car manufacturers.

All these figures appear to reflect the demands on capital 10m. kilolitres of oil in 1973, made by the steel industry, and the high cost of borrowing money for Japan when conventional method (in Japan) the borrowing more from the sharply increased its participation. The Japanese, who have always felt somewhat at sea in its sources of capital can be expected to continue to search for oil. It will no longer be a matter of expansion plans. It will no longer be a matter of expansion plans. It will no longer be a matter of expansion plans.

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where conditions are favourable. Capital is also moving in the opposite direction, from steel companies outwards, these days. There has been a gradual change in arrangements in recent years. The situation used to be that trading companies secured supplies of raw materials, acting as agents for the steel industry. This is no longer the case. Investments were made in mining projects, they were invariably made by trading companies and were usually at a low level (such as the 10 per cent. stake jointly held by Mitsubishi and C. Itoh in the Mount Newman iron ore mine in Western Australia).

Pattern

It is not completely clear why the steel companies are beginning to take a direct interest in these affairs. However, and while they seem to be in no hurry to take up the Brazilian invitation (until it becomes clear who is expected to provide the infrastructure in addition to the \$30m. commissioning costs), there seems no doubt that this is the future pattern.

The much more spectacular development, meanwhile, is that the steel industry is beginning to manufacture abroad: semi-processed and crude steel which will be an integral part of their fully integrated operations. Thus, Kawasaki will commission a 3m. tons a year sintering plant in the Philippines in January, 1977. Work is well advanced on the \$330m. project, which will give Kawasaki 600 Filipino employees. Work has also begun on a \$200m. billet bar mill in Qatar in which Kobe Steel has a 20 per cent. stake (and Tokyo Bueki another 10 per cent.). It is intended that the annual production of 300,000 tons will be shipped to Japan.

Several other schemes are under consideration. They include a joint venture involving Nippon Kokan in British Columbia, a project in Saudi Arabia in which Nippon Steel is involved, and one in Western Australia in which the consortium would include all five Japanese mills.

There is also Kawasaki's cliff-hanger at Tubarao, Brazil. But at the present stage it does not look as if many of these projects will materialise. The commercial logic has to be overwhelmingly to compensate for the convenience and security of domestic expansion.

The commercial logic of going abroad does not look so strong at the moment, with the steel industry in recession, with Japanese inflation well below the average elsewhere, and (perhaps above all) with a dropping off of local community resistance to expansion plans in general (no doubt another symptom of the recession). However, all this could change rather suddenly when prosperity returns. Meanwhile there is no doubt that the pioneering has been done.

Peter Duminy

Since the Arab oil embargo and the subsequent sharp rise in oil prices, Japan has redoubled its efforts to secure a share overseas in the search for and production of the oil it lacks at home:

Hunger for oil

JAPAN FIRST began to grow uneasy about its dependence on the international oil majors for energy supplies as long ago as the late 1950s. It was at that time that Arabian Oil Company, the country's first and most successful venture in overseas oil extraction, began drilling on concessions in the Forties Zone between Saudi Arabia and Kuwait. Arabian Oil (whose shareholders include the government of Kuwait and Saudi Arabia as well as a group of major Japanese energy consuming companies) now produces about 14m. kilolitres of oil a year or some 5 per cent. of Japan's total annual crude oil consumption.

An ambitious but in the end disappointing venture involving an established Middle East field was Japan's purchase in late 1972 of 4.5 per cent. of the British Petroleum interest in the ADMA (Abu Dhabi Marine Areas). The deal cost Japan \$780m. and brought in some effect the demands on capital 10m. kilolitres of oil in 1973, made by the steel industry, and the high cost of borrowing money for Japan when conventional method (in Japan) the borrowing more from the sharply increased its participation. The Japanese, who have always felt somewhat at sea in its sources of capital can be expected to continue to search for oil. It will no longer be a matter of expansion plans. It will no longer be a matter of expansion plans.

Thus, the attempt to diversify sources of capital can be expected to continue to search for oil. It will no longer be a matter of expansion plans. It will no longer be a matter of expansion plans. It will no longer be a matter of expansion plans.

Exploration

In each of these ventures as well as in 15 other areas where Japanese interests are searching for oil, the State-owned Japan Petroleum Development Corporation has a 50 per cent. share in the Japanese stake. Another seven exploration ventures are being undertaken by private Japanese interests without JPDC backing.

The Japanese interests involved in overseas oil exploration include exploration companies set up by each of the major Japanese industrial, financial and commercial conglomerates. Thus the Mitsubishi, Sumitomo and Sanwa Bank groups each have their own exploration company and similar companies have been set up by the less widely known Japanese groups such as those headed by the Fuyo Bank (usually known as the Fuyo Group) or the Sanwa Bank. Total investment by these and other private Japanese investors as well as the back-up investment by JPDC is now estimated to have reached about ¥500bn. (roughly \$800m.). The JPDC claims that the success ratio of Japanese companies in drilling for oil is much the same as the international average (about 19 per cent.). But in terms of actual oil received Japan's investment in overseas production and exploration has yielded very modest results. The total flow of oil from Japanese controlled areas (or areas in which Japan has a stake) amounted to 27m. kilolitres in 1974 with the greater part being accounted for by the Arabian Oil Company and Abu Dhabi Marine Area operations. This was equivalent to about 10 per cent. of Japan's total crude oil imports for the year.

JPDC estimates the flow of Japanese-controlled oil at some 47m. kilolitres in two to three years' time but calculates that this will still only constitute about 12 or 13 per cent. of total consumption (allowing for an estimated increase in the consumption total). One additional source of Japanese-controlled oil will be the Sakhalin venture where Japan is to put up 50 per cent. of the exploration and development costs in return for 50 per cent. of the yield from a field offshore the Soviet Union.

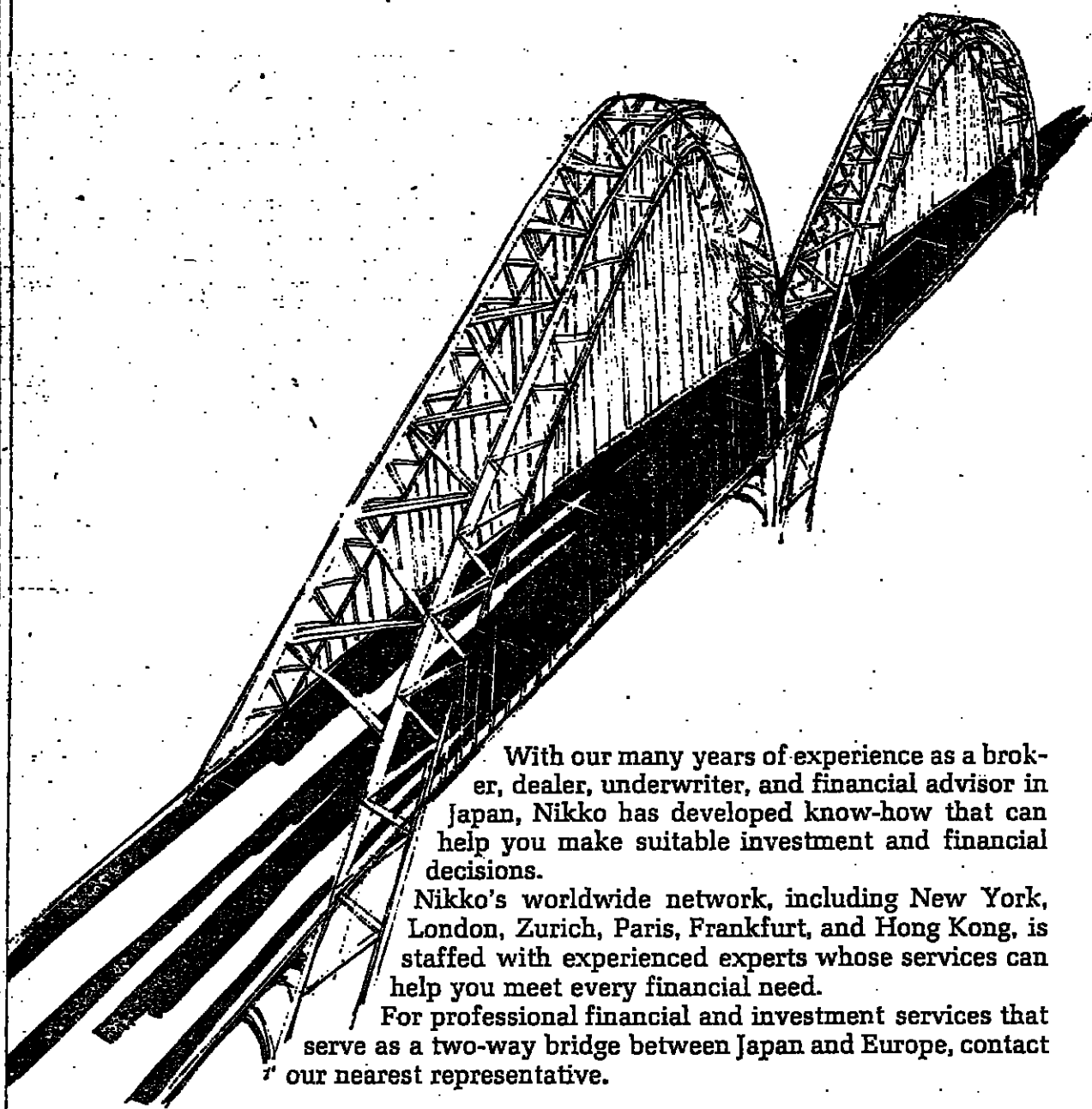
Another area which Japan has been looking at recently is the North Sea. Mr. Anthony Wedgwood Benn, on a recent visit to Tokyo, made it clear that a Japanese application in the next round of licensing for North Sea Exploration blocks would be viewed with favour by the U.K. Government. His message was received politely in Tokyo, not least because Japan is currently worried about its overall economic relationship with the U.K. but Japanese oil men say, in private, that there is not much likelihood of a Japanese stake in the North Sea. The Japanese suspect that the 1976 licensing round will be very much a matter of disposing of "left-overs." They also have doubts about British Government policy particularly with regard to plans for forming a State-owned U.K. oil company.

The main focus of debate within Japan itself is now on the reorganisation of the oil industry (not only the part concerned with exploration, but also the refining and downstream portion) so as to produce a company or organisation which bring some weight to bear on the overseas search for oil. But there is the problem of cutting across the dividing lines between the major and mutually competitive groups in order to produce a single entity. Some Japanese oilmen say the merger cannot be carried out and some say that it must be carried out. Which ever side is right, it looks as if Japan may be on the verge of a radical departure from its piecemeal approach to the oil problem.

Charles Smith

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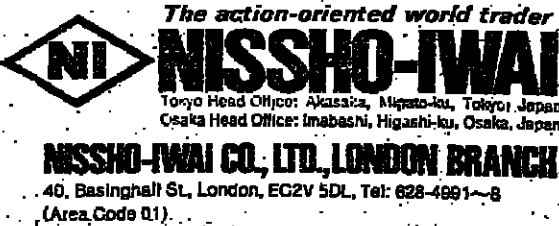
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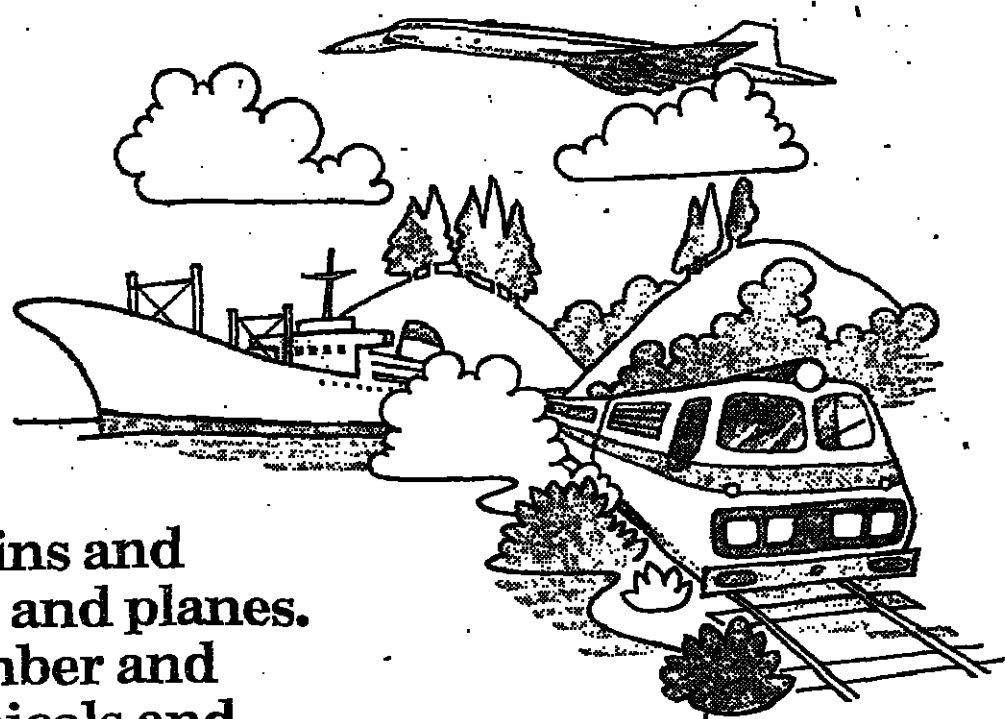
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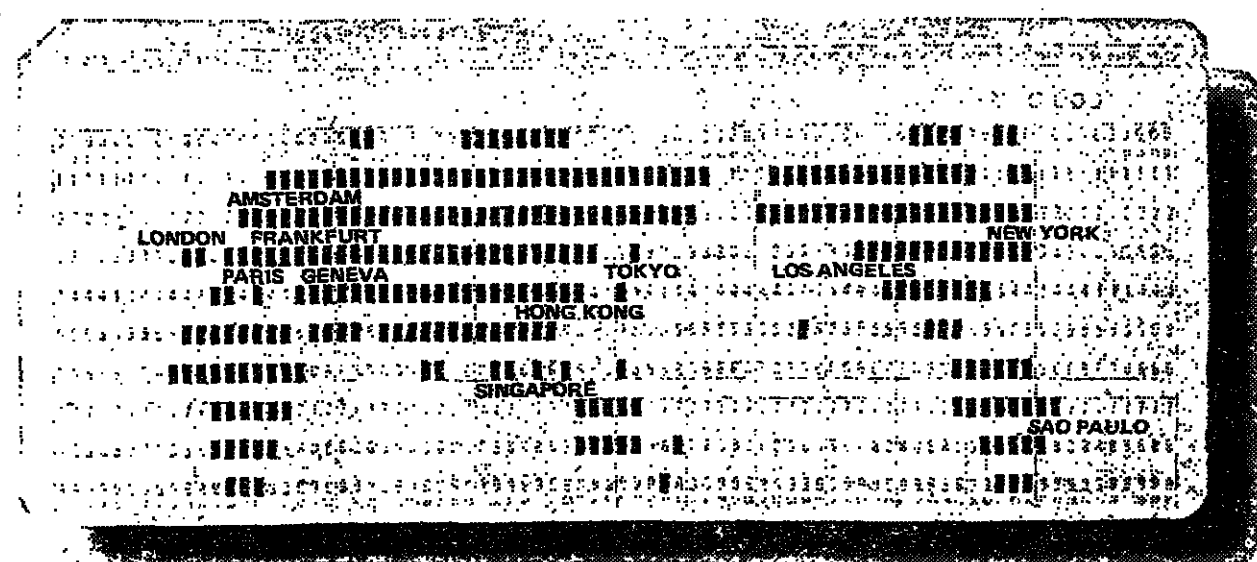
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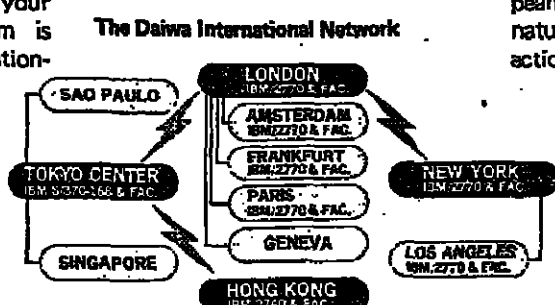
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Japanese companies are among the most active borrowers in the international capital markets this year. They are thought to have raised about \$1.15bn. between January and October on the bond markets alone.

Heavy borrowers

THE BACKGROUND to the heavy overseas borrowing by Japanese companies is of course the country's continuing current account and balance of payments deficit. Although the trade balance continues well in surplus, the overall balance of payments deficit during the Japanese fiscal year 1975-76 is expected to be in the region of \$4bn. In addition to this, there is still a vast overhang of net borrowing by Japanese banks on inter-bank markets overseas. Their net borrowings from the London market in fact increased from \$4.2bn. to \$5.4bn. between the end of 1974 and last June 30 (the latest date for which figures are available). As in previous periods of balance of payments deficit, the Japanese authorities have given every encouragement to Japanese companies to borrow abroad; and, although a large proportion of the proceeds are designed for eventual use outside Japan, they have probably all been repatriated so far. There is no prospect at this stage of a cut in the extent to which these borrowings continue, while there is some evidence that the Ministry of Finance is looking more favour-

ably than in the past on borrowing which takes the form of medium term bank credits. The intensity of the Ministry of Finance's support for Japanese corporations' foreign fund raising operations can perhaps best be judged from the way they have continued to allow companies arranging loans in the Middle East to jump the borrowing queue. The rationale behind their policy of allowing issues by Japanese companies which were managed by Arab houses to occur simultaneously (or almost simultaneously) with issues elsewhere was that the so-called "Arab issues" would be placed entirely in that part of the world. In fact this tended not to occur, for even if a large proportion of the primary placing was restricted to the Middle East, a large number of bonds certainly found their way back through the secondary market onto the European scene in the immediate aftermath of the issue. The geographical spread of Japanese corporate borrowings, however, on the whole has been thwarted in their wish—which is also the wish of the Japanese authorities—to borrow for relative long maturities overseas. This has been the result of market conditions rather than investor attitudes specifically towards Japanese credits. Although there are currently signs of a lengthening of maturities both in the bond and medium term bank lending sectors, five years has been the normal maximum maturity which investors and banks alike have been prepared to accept throughout most of the year. Partially to get round this straitjacket imposed by invest-

ment sentiment, Japanese corporations have issued a number of convertible bonds over this year on a wide variety of markets. Particularly remarkable is the way they have tapped the Middle East markets—traditionally reliable sources of equity-linked finance. Three out of the six Japan issues in the Middle East year have been convertibles.

Monopolised

Convertible issues have been made possible by the continued adequate performance of Japanese stock market this year combined with Japanese companies' willingness to "take issues" at what is perhaps the most favourable time for themselves. In effect they have almost monopolised such interest in equities as was in the international markets. There have been isolated instances even of Japanese equity issues overseas—such as the issue by Pioneer—but of the equity-linked fund-raising has been in the form of convertibles. The maturities on convertibles traditionally run fifteen years but convertible bonds take place in the first few years of the date.

Apart from the longer maturities possible, the attractive convertibles from the Japanese corporations' point of view are quite simply the expansion of their equity capital while still notoriously low by western standards. A further attraction is the reduction in their cost of funding. The saving on a convertible issue as against a straight bond issue is between two and three percentage points per annum.

Interestingly, the trouble some Japanese companies which have been reported internationally, not caused Japanese companies to stop making equity issues overseas. Asahi Chemical is reportedly planning a convertible issue on the European market later this month.

Mary Camp



Workers at a Japanese electrical factory in Brazil being led in morning exercises.

Japanese companies list their stocks on overseas stock exchanges mainly to boost their image and increase their chances of borrowing foreign funds. Listing also helps to publicise names and products.

Overseas listing

ON OCTOBER 1, 1974, a total of 53 Japanese companies had their shares listed in 14 overseas stock exchanges, according to a survey made by the Tokyo Stock Exchange. Except in Paris, where listing of stocks issued in Japan is required, most of the stocks are listed in the form of ADR (American Depositary Receipt), IDR (International Depositary Receipt), EDR (European Depositary Receipt), BDR (Bearer Depositary Receipt), HKDR (Hong Kong Depositary Receipt), CDR (Curacao Depositary Receipt), GBC (German Bearer Certificate) and GBC (Global Depositary Certificate).

Exchanges

The 14 overseas stock exchanges were Amsterdam (24 Japanese companies listed), Tokyo Stock Exchange (21), Frankfurt (21), New York (21), Pacific Coast (2), London (6), Luxembourg (26), Hong Kong (11), Paris (4), Brussels (4), Antwerp (4), Düsseldorf (4), Vienna (1), Far East (1) and Kamnang (1)—the last two exchanges also being in Hong Kong. Only two Japanese companies—Sony Corporation and Matsushita Electric Industrial Company—are listed on the New York Stock Exchange. Japanese companies say this is because companies listed there are required to observe strict and costly rules set by the Securities Exchange Commission (SEC) to disclosure of company information and accounting methods. In addition, ADRs under the S-12 formula (which does not require approval by the SEC) have been issued for the stocks of 78 Japanese companies.

Six companies—Teijin, C. Itoh, Takeda Chemical Industries, Toray Industries, Komatsu and Sony—were listed in the London Stock Exchange. Four companies had their stocks delisted in London in the period between May, 1973, and February, 1974, following the tightening of the rules of the Exchange. One of them Honda Motor Company, said it was planning to issue new shares at the time and the new rules of the London Stock Exchange required the holding of a general meeting of shareholders to approve the issue, whereas under the Japanese commercial code only approval of the Board of Directors was necessary. Honda discontinued the listing of its stocks in London because it did not want to bear the additional cost of calling a shareholders' meeting.

Earliest

A large part of overseas listing of Japanese stocks took place or was planned in the 1972-74 period, when Japan had an economic boom at home and plenty of dollars overseas. The earliest was the listing of five stocks in London and Luxembourg in 1964. Two more were listed in Luxembourg in that year. Mitsumi Electric Company was listed in Frankfurt in 1968. This did not prove a great success, as the company's business deteriorated subsequently; it has since improved again. Eight more Japanese companies were listed in Luxembourg and Amsterdam in the same year and 13 in the same two exchanges in the following year. Sony's shares were listed in the New York Stock Exchange in September, 1970, one year ahead of Matsushita Electric Industrial Company. Manufacturers of electric appliances such as colour TV sets are foremost among Japanese companies whose shares are being traded in overseas stock exchanges. This is both because they had good business during the past boom periods and because their names were already known to some extent in export markets; they wanted them to be known better. Omron Tateishi Elec-

tronics Company said it had listed in the Far East and Kamnang Stock Exchange because it had manufacturing plants in Malaysia and Singapore. Other companies with listed overseas include: Tentsations from textiles, calcs, machinery, trading, construction, cosmetics, car and films, printing, prefabricated buildings, machine tools, piping, shipbuilding, department stores, super-markets, sex companies and banking.

The Kawasaki Kisen Kaisha Company, which had its shares listed in Antwerp, Brussels and Frankfurt in June this year, it had no more plans to list shares on other overseas exchanges, mainly because its business was in recession. Other companies are believed to be taking the same line.

At the same time, however, Japanese companies are not raising more loans in overseas markets to diversify sources of borrowings. This is evidenced by a rush of applications for issuing external debentures and debentures by Japanese companies after the Japanese Government lifted its ban on their flotation late last year in view of an improvement in Japan's balance of payments. Flotation of external debentures increases need for more listing of Japanese stocks overseas. The early listing of Japanese stocks derived from the issue of convertible debentures. More recently, Komatsu issued a \$50m. convertible debenture in the U.S. in July this year. Its stocks in the American Exchange and in Luxembourg in the same month.

Saburo Matsuki

هناك انا الاصل

Australia: build-up to a showdown

From KENNETH RANDALL, Canberra, November 11

THE CONVENTIONS of West-year process of Parliamentary minister-style Government were evolution. Conversely, of course, the turned on their ear in Australia to-day, as they have been so persistently in the past two years. But where the previous examples were the work of politicians, to-day's was the work of the Viceroy, Sir John Kerr, precisely the result they had the Governor-General, sacked sought. "The Governor-General the elected Government in the name of the Queen and in defence, he insisted, of the Australian constitution."

Only once before in Australia has the monarch's representative dismissed a Government. That was in 1932 when Sir Phillip Game, as Governor of New South Wales, sacked the depression-era Labor Government of Mr. Jack Lang, then Premier of the state, largely on the basis of its decision to repudiate foreign debts. The Mr. Whitlam overstates the scars of that conflict have never faded but they have been no deterrent to Sir John Kerr.

"This is a matter," he declared to-day, "on which my own mind is quite clear, and I am acting in accordance with my own clear view of the principles laid down by the constitution and of the nature, powers and responsibility of my office." The Australian constitution is a technical legal document—an Act of the British Parliament, in fact—and Sir John Kerr is an eminent jurist. History will have to judge the appropriateness of his juridical pronouncement to-day.

On every issue of substance in the affair, the Governor-General's view was directly at odds with the Prime Minister's. That in itself will be a central issue of the forthcoming election campaign. In the eyes of the Mr. Gough Whitlam and the Labor Party, Sir John Kerr's action is a reversal of a 200-year-old Governor-General's



In Sydney (left) demonstrators took to the streets yesterday to protest at the removal of the Prime Minister while in Canberra the ousted Mr. Gough Whitlam (right) addressed crowds outside the Parliament building.

there is not the slightest legal doubt of it.

But, until last year, the essential conventions to go with such a system were carefully observed, and even updated where necessary. When proportional representation was introduced for Senate elections in 1949, for example, it was quickly established that casual vacancies (filled by state Parliament appointments) should maintain the pre-existing party balance.

The conventions were eroded, ironically, by excessive stability—23 years up to 1972 without a change of government. When the change did come, perspectives on both sides were distorted as a result of their having been formed only in Government, or only in Opposition.

In April last year, the Opposition, under Mr. Billy Snedden, took the unprecedented action in the Senate of refusing sup-

ply to the Government unless it agreed to general elections. Mr. Whitlam accepted the convention for prime ministers without funds and advised the Governor-General to call the elections.

When the present Opposition, under Mr. Fraser, adopted the same policy last month, Mr. Whitlam ignored precedent and invoked convention. He insisted that the Senate could not dictate the timing of elections and that the Governor-General could accept advice (including advice about elections) only from the Prime Minister. Otherwise, he said, the system must founder.

Along the way between these two events, another convention had fallen. The Conservative Government of Mr. Malcolm Fraser had chosen to send non-Labor replacements to the Senate for two Labor Party senators (one was elevated to the High Court bench, the other died).

Essentially, what is now in question is the convention that the Governor-General does not make political judgments. "The decisions have been made," Sir John Kerr said to-day, "were made after I was satisfied that Mr. Whitlam could not obtain supply." He satisfied himself by discussions with the party leaders and by "having regard to their public statements."

Mr. Whitlam, argues that the Opposition senators—or at least the necessary two of them—would have cracked before the Government ran out of money. Having made up his mind, Sir John consulted Sir Garfield Barwick, the Chief Justice of the High Court of Australia, and (formerly a Liberal Party Attorney-General). Mr. Whitlam objected to that, too, on the ground that the High Court has no power to offer advisory opinions.

Having decided that there

must be general elections to resolve the situation, Sir John says frankly in to-day's statement that he would have rejected any other advice, even though it meant withdrawing Mr. Whitlam's commission as Prime Minister so that "he would not be Prime Minister and not able to give or persist with such advice."

Now, the 29th Australian Parliament is dissolved on the constitutional grounds that it was deadlocked. In the end, it was not the withholding of supply but the Senate's failure to pass 21 other Bills which constituted the basis for dissolution.

Mr. Bob Hawke, the President of both the Labor Party and the Australian Council of Trade Unions, warned solemnly to-night that "Australia is on the edge of something quite terrible. We don't want violence in the streets and anarchy to replace the democratic process. There has never been a greater proclamation of the industrial labour movement in this country but we have a responsibility to show that we can win by going to the people on the facts and the issues."

Immediate reaction to the Government's dismissal offers little hope that the coming election campaign will be without violence. Even before the shock of Sir John Kerr's actions, the Opposition's challenge through the Senate had produced a polarization comparable with that of the Vietnam elections of the 1960s. In the present atmosphere, neither side's definition of "the facts and the issues" is likely to tone down the bitterness.

Even with a further "fair go" reaction in their favour, Labor's chances of winning the election remain remote. The milling, emotionally pro-Labor crowds which besieged Parliament

House in Canberra to-day launched the Labor campaign on a euphoric note which must, nevertheless, have alarmed some of the watching Liberal MPs. But the Liberals, already better equipped and far better financed on the organisational side, have won a highly significant bonus in depriving Labor of office for the duration of the campaign.

So short

If they have a serious problem, it may be that the election campaign is so short that the emotion of the moment may all tend to swamp the appeal of a claim based, as Mr. Fraser put it to-day, on "three years of the grossly incompetent and damaging economic mismanagement."

If the election confirms Mr. Fraser as Prime Minister, however, he faces a reaction from the industrial labour movement which makes nonsense of the general business and stock exchange reaction to-day. Apart from the fact that it will be three to four months before an effective government can begin operating again, Mr. Fraser would need time for economic recovery just as much as a Labor Government.

His most recent estimate, even given the advantage of starting with his own budget, was that there could be little significant improvement in less than three years. The fate of such fragile, but vital, initiatives as wage indexation—an essential part of the recovery calculations—must also be uncertain.

Mr. Fraser is pledged to abolish the Prices Justification Tribunal, which is regarded by the trade unions as the vital trade-off for their support of wage restraint policies and compulsory arbitration. It seems improbable, however, that specific issues will play much

part in the struggle for the electorate over the next four weeks. With two supreme egotists contending for the prime ministership, there will be no flinching from the personality clash. Mr. Whitlam and Mr. Fraser have already made that clear over the past month. And despite yet another convention, there can be little doubt, either, that the institution of the Vice-Regency will be played as never before in a political contest.

Mr. Whitlam has expressed the view that public reaction will at least ensure that an action like Sir John Kerr's to-day can never be repeated. But his shock and animosity at the Governor-General's intervention was undisguised.

It is less than 18 months since Mr. Whitlam proposed Sir John Kerr's name to the Queen as his choice of Governor-General to replace Sir Paul Hasluck. Sir John's appointment in July last year was well received in practically all quarters.

Born the son of a boilermaker in Balmain, a working-class suburb of Sydney, John Robert Kerr had carved out a brilliant career at the Bar, capped with his appointment as Chief Justice of New South Wales. Sir John's political connections were all on the Labor side of the spectrum, but markedly on the Right—so much so, that even last year he was regarded with suspicion by the Left. They dubbed him a "rouper"—a term reserved for the anti-Communist industrial group supporters of the 1950s who eventually broke away from the Party to form the Democratic Labor Party.

There are few more disparaging terms in the Labor lexicon to-day. There may be more after the next few weeks.

Letters to the Editor

Corporation tax must go

From Mr. B. Cole

One of the considerations in discussions of Sandilands and inflation accounting is the calculation of profit for tax purposes. The present stock appreciation relief is a crude and very unsatisfactory attempt to avoid taxing unreal profits. Whether or not a Royal Commission is set up, it is clear that in the next few years a great deal of thought and debate will be devoted to refining the measurement of taxable corporate profits.

I would like to suggest that his effort could be better applied to a quite different direction, namely in a complete rationalisation of the tax system in a way which would abolish all taxation of corporate profits. It is generally agreed that our tax system is too complicated, and that we have too many civil servants. The inland Revenue in particular is overworked and understaffed. A simplification of the system would improve this situation, produce more open government and contribute to greater efficiency in the whole economy.

The only taxes which are necessary are income tax and VAT, that is tax on income, representing ability to pay, and a spending, being consumption of national resources. Income or tax purposes could be defined in scope to include capital gains (adjusted for inflation), inheritance, capital transfers, etc., while VAT could replace specific excise duties and, in particular, corporation tax.

The case for the abolition of corporation tax seems irrefutable. Company profits are not comparable with personal income and it is only dividends that need to be taxed. Retained profits are investments, and it is irrefutable madness to tax investments in our present situation! What is more, the investment tax is those made by efficient companies, those who make profits, inefficient companies which make losses and have to borrow to rely on Government grants for their survival or investments, are not subject to this tax. In economic terms this represents a transfer of resources from

those who can make good use of them (in the national interest as well as the interests of shareholders and employees), to those who can only misuse them.

It will not be easy to achieve this change. There are many class attitudes involved, much ignorance and mistrust, as well as the practical problems of breaking new ground in national taxation policy. Many of these problems are likely to be faced in the process of applying Sandilands to taxation; let us not waste time on this process, which is tinkering with a fundamentally sound principle. Let us use the time and effort instead to make the fundamental change to an economically adult society.

The nation should be trusted to know just what it pays in tax, and to understand that a profit for ICI or British Leyland is not the same as the managing director's salary or the shop steward's wage—or the shareholder's dividend. If we can achieve this understanding, we can also enjoy the real benefits which could derive from the abolition of corporation tax.

B. A. Cole
Druke Wood,
Devonshire Avenue,
Amersham,
Bucks.

Company tax system

From The Chairman,
Trebort, Sharps.

The country needs fundamental industrial investment and some say that it would also be better if dividends paid by companies were less. I have recently received a circular from a consultant suggesting that companies should be taxed solely on the dividends they pay.

It would clearly be relatively easy to devise a company tax system which taxed dividends only; for instance, in the U.S. if company tax was one and a half times the amount of the dividends, the company tax received by the Exchequer would be similar to its present level.

This type of tax system would, influence companies to pay less dividends, thereby forcing shareholders to save since funds not distributed would be available to

companies for investment, and dividends available for personal consumption would be reduced. Both these effects can be counted as "good," and since there are few tax systems which cause good things to be done, I recommend this one.

John Marks
Trebort House, Woodford Green, Essex.

Help for small firms

From The Chairman,
Brien Woodhead and Co.

Sir—Mr. C. M. J. Richardson's letter (November 4) will no doubt, arouse considerable discussion: may I contribute a different view?

I believe there could be serious drawbacks if Government were to pay 50 per cent. of all consultancy fees for smaller organisations (as opposed to special public interest "rescue" operations). The attitude of the client is crucial to any consultancy project. Only if he can be persuaded to employ consultants on their reputation for giving value for money is he likely to have the right attitude. It will not help if he perhaps reluctantly, accepts Government participation in what may be a delicate operation on the heart of his business or sees consultancy as just a Government hand out.

Commercial pressure for consultants to continue giving value for money could also be reduced by subsidies, and in the long term that would be bad for consultants and clients. I confirm Mr. Richardson's statement that consultancy costs are frequently recovered within 12 months, surely as good an investment as any and better than most. Why then a general subsidy, except where large sums are involved?

I question whether large sums and massive injections of consultants over a short period, justified or appropriate for smaller organisations. There is the danger of "indigestion" where the firm cannot absorb the rate of change and support frequently needs to be long term.

The low cost solution to small

er organisations' need for management support lies in the use of part-time directors or counsellors over a period of a year or more. Management consultants or other persons with wide or specific in-depth management experience can be selected to complement the organisations' existing strengths. There is an ample supply of available people of the right calibre and qualities.

A. B. Woodhead,
107, Harborne Road,
Edgbaston,
Birmingham.

Consultancy assistance

From Mr. F. Davidson.

Sir—It is not surprising that the call for subsidised consultancy assistance should come from the beleaguered citadels of consultancy (Mr. Richardson, November 4), rather than from the owners and managers of small businesses, who are notoriously sceptical of the benefits of using consultancy services. The pilot schemes in Bristol and Glasgow some years ago attracted many inquiries, but it is to be doubted whether there were many which generated assignments resulting in a significant increase in the gross national product.

Consultancy services, usually sell on economics of installation, perhaps of costing systems, computers, structures, strategies, marketing models or similar others. Long ago they were sold on the economics to be achieved by production incentive schemes, and laborious savings reports spelled out the reductions in wages bills resulting from the application of piecework. It is to be applied, will almost certainly be available only to those assignments which can demonstrate crude savings: if the scheme is to be available to small companies only, we run into difficulties of definition, as ICF people know well—what is a small company? Of course there must be some scrutiny of the consultant organisation, membership of the MCA? That would preclude some illustrious practitioners; it would be equally valid to make AA membership a qualification for bus drivers.

The biggest obstacle in the way of using consultancy services in the small company, apart from credibility, is cash flow. Although a good consultancy job can generate a return on investment comfortably above most capital projects, and its cost can be treated as a revenue expense, small companies often jib at the apparently high cost and its compressed impact. The charm of Government subsidies lies in halving the impact, not in justifying the use of consultancy.

Selective application of state aid to particular industries is a nonsense, because of the same trap of definition. The sturdy independence of small businesses eschews bureaucratic aid—how much would it cost the taxpayer to pay £100 worth of fees? And what would the effect be on the people who now provide help unobtrusively to the small company at comparatively low cost—auditors, professional advisers, non-executive directors? Those of us who are concerned with the profitability and survival of small companies would be grateful for less state intervention, rather than the support of consultancy services through taxation. We will always use outside advice when it can justify itself, from the state, free help with the clerical burden of VAT would be more welcome than patronage.

Frank Davidson,
Courtney Road, Harringworth,
Corby, Northants.

To-day's Events

GENERAL

European Parliament meets, Luxembourg.

Mr. Peter Shore, Trade Secretary, begins visit to Cuba.

Mr. Anthony Wedgwood Benn, Energy Secretary, gives evidence on energy conservation to Energy Resources Sub-Committee of Select Committee on Science and Technology, House of Commons.

Mrs. Barbara Castle, Social Services Secretary, speaks at Women's National Commission meeting, St. Ermin's Hotel, S.W.1.

Mr. Earl Butz, U.S. Secretary for Agriculture, visits EEC Commission, Brussels.

National Federation of Self-Employed holds mass rally, Central Hall, Westminster. Speakers

include Mr. Peter Walker MP, and Mr. Cyril Smith MP.

Renegotiation of Canada-West Indies trade agreement starts, Ottawa.

Offshore Financial Centres, a two-day conference organised by Financial Times and the Banker, ends in Nassau.

Arts Council annual report published.

Machine Tool Trades Association annual dinner, Grosvenor House, W.1.

PARLIAMENTARY BUSINESS

House of Commons: Consideration of new Lords amendments received. Debate on Welsh affairs.

House of Lords: Community Land Bill, consideration of Commons message. Debate on Government direct grant policy.

Parliament will then prorogue until opening of new session on November 19.

COMPANY RESULTS

General Accident Fire and Life Assurance Corp. (third quarter), J. Sainsbury (half-year).

Unilever (third quarter).

COMPANY MEETINGS

London and Strathclyde Trust, 2, St. Mary Axe, E.C. 11.

Min. Masters, 10, Belgrave Square, S.W. 11.

Trafford Park Estates, Manchester, 12.

EXHIBITIONS

International Building and Construction Exhibition opens, Olympia.

International Caravan and Camping Show continues, Olympia.

Scottish Motor Show continues, Kelvin Hall, Glasgow.

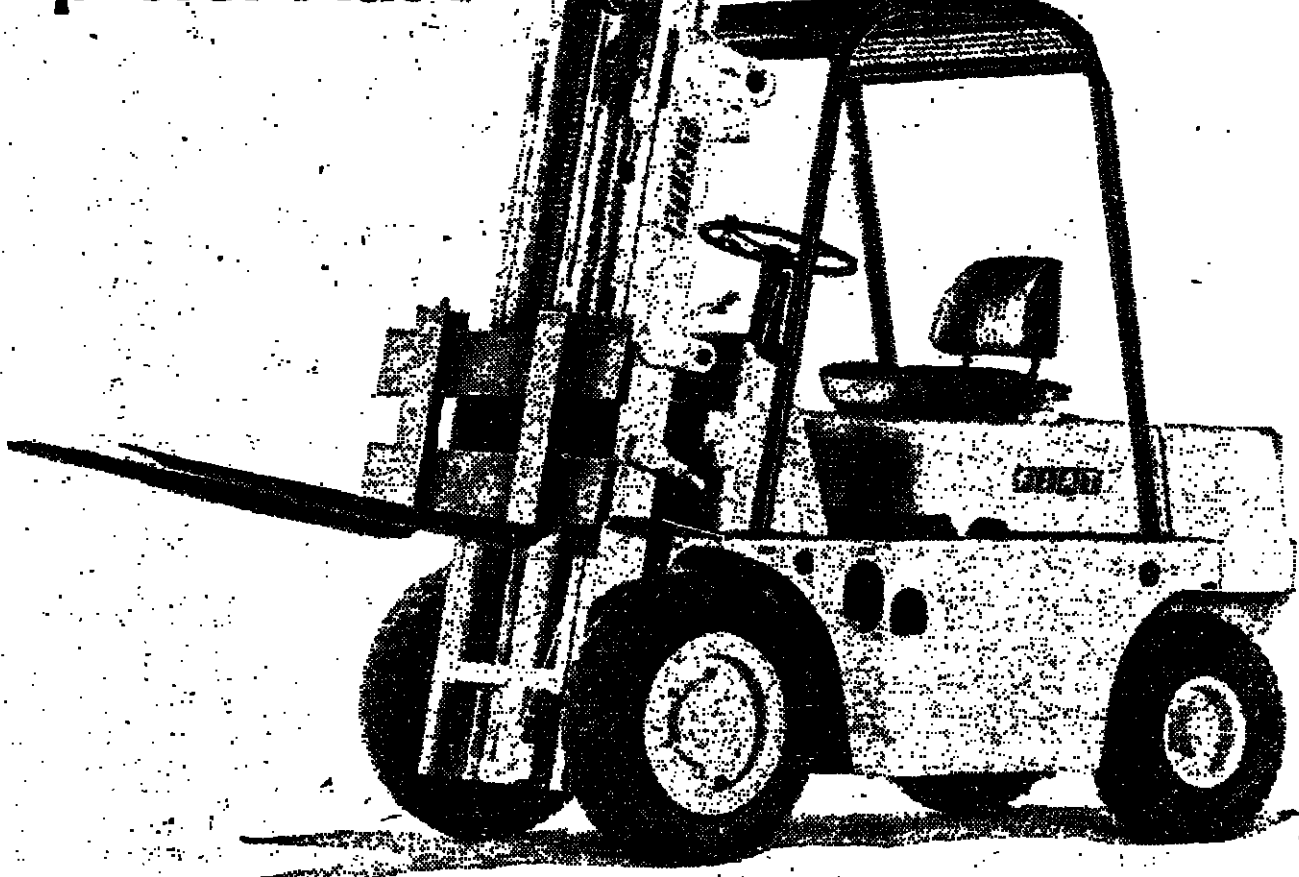
American Printing Equipment and Graphic Arts Exhibition continues, U.S. Trade Centre, 4-5, Langham Place, W.1.

Automated Production and Electrical Engineering Exhibitions continue, Belle Vue, Manchester.

Traffic Engineering and Road Safety Exhibition continues, Metropolitan Centre, Brighton.

Home Improvements and Leisure-time Exhibition continues, City Hall, Manchester.

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FIAT



Workers as owners

From Mr. T. Simons

Sir—One of the main points made by Sir Bernard Miller in his Ernest Bader Common ownership lecture (reported on November 8) is easy to accept—that is that worker ownership is the best way to disperse the industrial wealth which is now so destructive to our industrial efficiency.

We can all see the disastrous results of allowing responsibility to become separated from authority, and when the consequences of people's actions are not clearly and immediately apparent to those involved, then workers own their particular enterprise they take on the responsibility of managing the business, to match their "authority"—they become responsible for the future of their business, including its profitability, assessment of investment risks etc.

But would not a society in which most industrial activity is organised on a worker ownership/partnership/communal basis be likely to be a strife-ridden as our present system? Instead of the

at least make life simple for most people—they know where they stand (or at least they think they do) and they probably feel happier and perhaps even more secure "on their side of the fence" rather than identifying themselves with the owners, with the added responsibility implied by ownership. On balance and since we clearly have a need in our society for us to take more responsibility for our actions, I see this as another argument (perhaps the main one) to support the idea of common ownership.

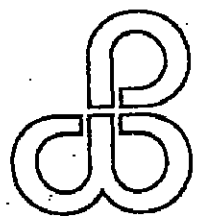
But let us be quite clear about the implications of this. A market economy is just as essential to the successful operation of partnerships as it is to other forms of business enterprises and rather than the co-ownership/partnership philosophy steering us away from a capitalist society, won't it have the opposite effect? If all our industrial activities were organised as partnerships, people would have no option but to be capitalists—with a small "c" because presumably they would not be free to use their own capital outside their own businesses. This is not intended to be as cynical as it might sound and Sir Bernard is obviously under no illusions about the implications of these aspects. Perhaps we are all "capitalists" at heart?

Certainly experiments like the John Lewis Partnership and the

Scott Bader Commonwealth display the kind of imagination which is essential to our survival and we must glean all we possibly can from their experience. Before drawing any conclusions however we should bear in mind that in neither of these organisations do the workers or partners put up or own any of the capital employed—their position is rather like our all becoming "shareholders" in British Rail, British Leyland, etc., from the moment we are born. Perhaps not a happy comparison but if the partners put up their own money (for example, by mortgaging part of their wages/future profits) they might assure themselves of more success than we achieve in our national "partnerships."

Complete ownership by workers, however, (even supposing they wanted this), is seriously reducing the mobility of capital would inhibit innovation and new ventures. Perhaps the points made by Mr. Simon (November 8) and Mr. Joseph (November 7) would be sufficiently met by allowing a limited amount of capitalisation through equity, and/or the Government would still have a useful if not vital role, in such an industrial structure, in which they too might be "co-operative."

T. E. Simons
49, Heston Grove,
Brayford 2, W. Yorks.



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Code of conduct launched for car repairers

BY ELINOR GOODMAN

A NEW CODE of conduct for the car repair trade has been launched by the Vehicle Builders and Repairers Association, which called on the Government yesterday to introduce a licensing system for garages dealing in accident repair work.

The association, which claims to represent 70 per cent. of the accident repairers in this country, wants the Government to start licensing vehicle repairers in the same way as it licenses employment agencies.

Only by doing this, the association says, will ill-equipped "rogue" garages be prevented from handling repair work.

The VBRA's new code, which was welcomed by the Office of Fair Trading, formalises the terms of practice already offered by many of the association's members. Even so, by com-

parison with the rest of the motor trade, it is a big step forward.

The code provides for a written estimate of the cost of repairs to be submitted to customers. If the estimate proves too low, the garage must get the customer's permission for the extra work. Similarly, repairers will have to provide customers with invoices, separating the cost of labour from the cost of materials.

VBRA will also accept responsibility for vehicles in their charge and will guarantee all work and materials for at least six months or 6,000 miles of use.

The guarantee may be extended if the vehicle has been off the road for a prolonged period and can be transferred to a new owner if the car is sold during the period of guarantee.

The VBRA has also undertaken

that if a dispute arises between a customer and a member, the customer can submit the complaint to the association's conciliation service. An independent examiner from the Institute of Automotive Engineers Assessors will try to produce a settlement based on the facts at his disposal and, if necessary, an examination of the car.

The fees of the examiner will be paid by VBRA. A contingency fund has also been set up by the association to meet any settlements suggested by the examiner in cases where the member has ceased trading.

If conciliation does not result in a settlement, the customer can ask for an independent judgement from an arbitrator appointed by the Institute of Arbitrators from a panel approved by the Director General of Fair Trading.

Dan-Air seeks to reduce Swiss fares by 15%

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

DAN-AIR, the U.K. independent airline which runs a scheduled air service between London and Bern, Switzerland, is seeking to cut the fare by about 15 per cent. equivalent to a saving of about £12.40 on the economy return rate and £8.90 on the monthly excursion rate.

The airline says it uses HS-748 turbo-props on the route, instead of One-Eleven jets,

because of runway restrictions at Bern's airport. This means the flight takes 45 minutes longer, for which Dan-Air wants to compensate passengers.

Dan-Air says the present fares, fixed by the International Air Transport Association, at £101 economy return and £71.90 excursion return, are higher than they need be. It can still operate the route profitably with lower fares.

Middle East art fund drops Cayman Is. plan

BY MICHAEL THOMPSON-NOEL

PLANS to launch a \$25m. art investment fund aimed at Middle Eastern buyers have been changed. The Middle East Fine Art Investment Company, whose directors include leading figures in the London art market, was to have set up a Cayman Islands-based fund to funnel Middle Eastern and Gulf capital into the London and international art markets.

Instead, says Mr. Charles Farrell, chairman of Montagu Gestion et de Banque Gonet,

Fine Arts and one of MEFA's directors, the company will now manage its clients' investments direct. The chief interest so far has been shown by Kuwait.

The company's other directors include Sir Geoffrey Agnew, chairman of Thos. Agnew and Sons, Lord Glendevon, a prominent collector, M. Georges de Monténach, a Swiss lawyer, and Herr Heinz Haudenschild, a director of the Compagnie de

FT CLIPPER RACE

Storms hit Great Escape

Financial Times Reporter

THE DUTCH boat The Great Escape was experiencing severe storms off the Kerguelen Islands yesterday as she made her way through the Indian Ocean in the Financial Times Clipper Race to Australia and back.

Her position at noon GMT on Monday was 43° 10' south, 58° 30' east when she reported steering damage and slight slackness in the rudder shaft bearing. The day before the radio operator Sjerp Noord had badly bruised his ribs after he had fallen onto the deck when working up the mast.

There has been no report from the Italian boat CS e RB II since October 29 but she is thought to be taking a very southerly route in an area notoriously difficult for radio communications.

It has now been admitted by the Great Britain II crew, winners over the line of the first leg, that at one point they lost a man overboard. The incident occurred when changing a headsail, which fell on top of the foremast, causing knocking one over. However, he was quickly recovered.

APPOINTMENTS

Changes at Fielding and Platt

Mr. Leslie A. Spooner has been appointed engineering director of FIELDING AND PLATT and Mr. H. John H. Pugh has joined the company as manufacturing director. The parent concern is Redman Heenan International.

Mr. J. B. Brighouse has been appointed managing director of BROOKE BOND OXO in succession to Mr. Norman Bingham, who will be leaving the group at the end of the year at his own request.

Mr. Maurice Bonnet has been appointed president du directeur of BANQUE DE LA SOCIÉTÉ FINANCIÈRE EUROPÉENNE. He replaces Mr. Peter Hartmann who for personal reasons has asked to be relieved of his duties. Mr. Bonnet will continue in his capacity as president and general manager of the International Nuclear Credit Bank.

Mr. Bob Wixey, managing director of Hemphills of Tuxford, has been appointed a director of UNITED AGRICULTURAL MERCHANTS, which is a subsidiary of Unilever.

Mr. Derek H. Morrison-Jones has retired as a director of DEVELOPMENT SECURITIES.

Mr. Peter Raven, joint managing director of Ultramar Golden Eagle, has been appointed a vice-president of AMERICAN ULTRAMAR and will be resident in the group's operational headquarters located outside New York City for two years. Mr. Edward Hall has been appointed deputy managing director of Ultramar Golden Eagle, the U.K. marketing subsidiary of the Ultramar Group.

Mr. Howard James, has been appointed to the Board of DIRECTOR AUSTRALIAN INSURANCE as executive director.

Mr. Derek Rogers has been appointed to the Board of IMI OVERSEAS INVESTMENTS and will act as IMI territorial director in Spain. He will be responsible to Dr. T. A. J. Lamb, IMI overseas director.

Mr. W. K. Tyler has been appointed a director of LEY'S MALLEABLE CASTINGS with specific responsibilities as works manager, Lincoln, and administrative services manager for the company, which is the largest subsidiary of Ley's Foundries and Engineering.

The appointment of Mr. W. Dekker, chairman and managing director of Philips Electronic and Associated Industries in the U.K., as a member of the Board of management of NV PHILIPS GLOELAMPENFABRIEKEN in Eindhoven from April 1, 1976 will be proposed to an extraordinary meeting of shareholders on December 4. It is intended to appoint Mr. G. Jeelot as chairman and managing director of Philips Electronic and Associated Industries as from April 1.

The Bowring Group and Mollers (Insurance Brokers) Pte. have formed a joint company in Singapore named BOWRING MOLLERS PTE. The Board consists of Mr. L. B. Stoddart, Mr. P. L. Eckersley, Mr. D. J. Cowley (managing director), Mr. F. H. Holgate and Mr. M. S. Robson.

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COMPANY NOTICES

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convertible debenture-loan 1969

Copies of the Trust report for the year 1974 and an English translation thereof are obtainable from the undersigned.

The Trustee.

N.V. CENTRALE TRUST COMPAGNIE

Amsterdam, November 5, 1975.

Herengracht 462.

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In consequence there will be no drawing in respect of the said amortisation.

Nominal value of bonds remaining in circulation following the amortisation of 15th January 1976: 7,000,000 European Currency Units.

The following bonds, drawn in November 1973 for redemption from 15th January 1974, have not yet been presented for redemption: 6 bonds of 500,000 CREDIT COMMERCIAL DE FRANCE, Paris.

Financial Agent to the company.

LEGAL NOTICES

No. 00362 of 1973

IN THE HIGH COURT OF JUSTICE

Chancery Division Companies Court. In the Matter of A. SHEPPARD (CONSTRUCTION) LIMITED and in the Matter of the Companies Act, 1968.

NOTICE IS HEREBY GIVEN, that a Petition for the Winding up of the above-named Company by the High Court of Justice was on the 6th day of November 1975, presented to the said Court by BAIL & CO., (TRAMERS VALLEY) LIMITED, whose registered office is at 25/26 High Street, Fitcham, Middlesex, and that the said Petition is directed to be heard before the Court sitting at the Royal Courts of Justice, Strand, London WC2A 2LL, on the 19th day of December 1975, and any creditor or contributory of the said Company desirous to support or oppose the making of an Order on the said Petition may appear at the time of hearing in person or by his counsel for that purpose; and a copy of the Petition will be furnished by the undersigned to any creditor or contributory of the said Company requiring such copy on payment of the regulated charge.

YOUNG JONES GOLDING PATTERSON,

2 South Molton Street, London W1P 6LH.

NOTE.—Any person who intends to appear on the hearing of the said Petition must serve on, or send by post to, the above-named notice in writing of his intention so to do. The notice must state the name and address of the person, or if a firm, the name and address of the firm and must be signed by the person or firm, or by his or their solicitor (if any) and must be served, or if posted, must be sent by post in sufficient time to reach the above-named notice not later than four o'clock in the afternoon of the 5th day of December 1975.

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CONTRACTS AND TENDERS

EXTENSION OF INVITATION TO FOR REMOTE CONTROL PROJECT

The Syrian Petroleum Company is the closing date of 15th December 1975 for the submission of tenders for the design, construction, commissioning and operation of a large advanced computerised Subsea Control System for the oilfield gathering stations of the Rasmeia field in the North-east of Syria until 1st December 1975.

Enq. 1554 ISRAHIM YOUNG General Dir.

Syrian Petroleum Co. Tender Department, P.O. Box 2378, DAMASCUS.

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One step ahead.
BANK OF AMERICA

Indonesia wants foreign help in developing its capital markets, yet overseas banks there have recently been criticised. Michael Blanden examines the contradictions.

Mixed emotions behind Indonesia's welcome to outside expertise

FOREIGN banks operating in Indonesia came in for some pointed words of criticism from the country's central bank governor recently. His main message, in a speech at the opening of the new premises of the European Asian Bank in Jakarta, was that they should spend rather less time and energy chasing the business of big international companies and more helping the small and medium-sized local entrepreneurs.

In a country where the numbers of foreign banks are limited—only 10 operate there—and their activities subject to fairly extensive restrictions, visa-vis the local and State banks, the remarks of Mr. Rachmad Saleh provide an example of the contradictions which run through Indonesian politics and economic development.

Resources

Indonesia has considerable natural resources—particularly oil—and a large and rapidly growing population. To fulfil its vital development programme, the country desperately needs to retain the confidence of international investors and bankers; at the same time, there is a need to sustain the country's own self-confidence, and the two aims are not necessarily compatible in all circumstances. The Government of President Suharto tries to present a picture of an advanced developing country with a capital city which enjoys full modern amenities, yet in spite of the growing number of high-rise buildings appearing in Jakarta, this is not true. Basic facilities, such as the telephone system, are inadequate, and the lights go out quite often as a result of the overloading of the electricity network.

More seriously from the point of view of banking operations, Indonesia has a good way to go before it reaches western international standards of financial activities and commercial morality. The country has an effective public capital markets, and the authorities are anxious to draw on foreign expertise to help develop both the short-term and long-term markets in the various commodities. The administration, moreover, is arguable, too, that with



President Suharto of Indonesia: his Government desperately needs to retain the confidence of international investors but at the same time has to sustain the country's self-confidence

though large and absorbing a high proportion of the better-quality trained personnel, is overextended, with the top technocrats carrying too much weight in decision-making. Many of these problems came together in the major crisis which the country faced earlier this year with the Pertamina oil and development corporation.

Pertamina's inability to meet its commitments on foreign short-term debt has brought about changes that seem likely to mark a major turning point in relationships between the Government and the State enterprises. The quick official reaction to prevent loss of confidence, with the take-over of the corporation's liabilities, has probably prevented serious damage to the country's international reputation. Indeed, the central bank has been confident of its ability to fund the short-term debts in the international markets.

It is arguable, too, that with

out the extensive freedom of operation which Pertamina enjoyed under General Ibnu Sutowo, its president-director, the dramatic growth of the Indonesian oil industry and the extensive development undertaken by the corporation would not have happened. Nevertheless, the outcome of the corporation's free-wheeling development has been a serious blow for the country which still poses a threat to its stability and continued development.

As a result the Government, through the Bank of Indonesia, has to find some \$1.2bn. of foreign medium-term loans to fund Pertamina's external short-term borrowings, and there is concern also over the status of its \$800m. long-term external borrowings and substantial internal debt.

The situation has directly hit the Government, which has lost some \$800m. of oil revenues which Pertamina was permitted to keep, as well as being a blow

to the balance of payments and already, the task is a heavy one. This situation, as well as growing economic nationalism, is one of the reasons for increasing sensitivity about the problems of raising the level of indigenous business activity. Emphasis on encouraging the growth of the "pribumi" (ethnic Indonesian) share of production is seen in attitudes towards the local Chinese community, which, as elsewhere in the region, has a strong economic position, towards the distribution of bank finance, and towards foreign investment.

Moreover, details of the Pertamina situation, apart from the direct problem of the debts, have illustrated other aspects of the country's problems. One of these, the Krakatau steel project, was highlighted in a recent edition of the Australian-published *Bulletin of Indonesian Economic Studies*, which pointed out that this project, after a highly chequered history, is likely to be considerably cut back. It also pointed out that, while the industrial development there was still in an "embryonic" stage, facilities such as housing and social amenities were at an advanced stage of construction.

This has aroused comment locally about the need to restrain luxurious and expensive consumer spending patterns among the limited number of people in a position to afford them at a time when the urgent need is to raise the general standard of living. One of the main points of Repelita II, the country's second five-year development plan which started in 1974-75, is to improve social and living standards. And it is recognised that, with a population of some 130m., growing at a rate of 2.3 per cent a year, and with substantial problems of under-employment

For all these reasons, therefore, the signs are that there will be greater control exercised over the development of the Indonesian economy and greater emphasis on establishing more effective local markets and lessening dependence on imported skills. The eagerness of banks to invest in the country and of manufacturers to gain a share of the potentially large market there is sign enough of the considerable opportunities for long-term growth seen in a country with substantial natural resources and an apparently stable if authoritarian political regime.

Opportunities

The growing emphasis on "Indonesianisation" in relation to foreign investment and joint ventures, and moves to reduce investment incentives and restrict opportunities for foreign-owned enterprises in various sectors, are part of a changing pattern a long remove from the more pragmatic philosophy which dominated official attitudes up to 1973.

Industry 'needs to explain its role'

By Nicholas Leslie

GREATER ENERGY and clarity should be applied in bringing home to the community, particularly to young people in their last years at school, the essential role of industry and commerce in producing the community's wealth "and also the challenge of a vocation in coming into industry and commerce and involving their fellow-men in creative work."

This is one of four essential principles to which Mr. John Garnett, director of the Industrial Society, feels attention should be paid for the future of the country. In the annual report of the society's council for the year to June 30, published yesterday, he also highlights the need to encourage people to play a full democratic part in their union by attending meetings, voting for officials and speaking up for what they think is right.

Mr. Garnett also stresses the importance of communications. He says people need to know how their organisation is performing and how they can contribute to their own prosperity. This calls for the provision of information in an understandable form about the productive use of all resources.

The society, with representatives of management and union officers on its council, saw membership last year rise from 12,415 to 13,306. Its total income rose from £1.18m. to £1.48m., of which £1.17m. derived from income from training and advisory services.

Training

As an organisation providing advice and training in management and industrial relations, the society last year established courses in decision-making and delegation, effective team building, and on the manager in action for middle management.

It is felt the most important development was the 10 per cent increase in in-company and in-service training which affected all parts of the country and all areas of the economy and amounted to a total 3,052 days.

More complaints through Airline Users' Committee

By Michael Donne, Aerospace Correspondent

THE AIRLINE Users' Committee, set up some time ago by the Civil Aviation Authority to investigate complaints against airlines and travel organisers in this country, is becoming increasingly recognised by the public and as a result the number of complaints it is receiving is growing.

In the year to September 30, for example, the AUC received 442 complaints, against only 181 in the previous year. Although the AUC has no punitive powers of its own against offending airlines and agents, it can pass its views to the CAA which in turn can take action if necessary.

The ultimate sanction wielded by the CAA is suspension of an airline's operating certificate. The airlines, as well as the public, are increasingly recognising that the AUC thus has some "teeth."

An analysis of the complaints shows that by far the biggest single category, 43 per cent, is in "flight arrangements"—(including such problems as cancellations, over-booking, and passengers transferred from one flight to another arbitrarily).

Complaints about fares accounted for a surprisingly small proportion of the total, about 23 per cent. The rest covered such matters as conditions of cabin service and of airports, and timetables, baggage handling and surface arrangements.

The complaints were also balanced between types of carrier, with 213 being directed against the airlines, both scheduled and charter, and 229 being directed at tour organisers and agents holding air travel organisers' licences issued by the Civil Aviation Authority.

Bankruptcies may reach record total this year

BANKRUPTCIES in Britain have soared to the highest level for 80 years—and are still rising—according to Professor Glynn Davies of the University of Wales Institute of Science and Technology.

"Our present bankruptcy crisis is by far the most dismal in living experience, with nothing approaching it even in the depths of the depression of the 1930s," he warns in the journal *The Banker*.

Professor Davies adds that far more companies are now failing than at any time since the First World War.

Only once between 1919 and 1969 has the number of bankruptcies risen over 5,000—in 1923. Yet even then the figure was short by some 558 of the record 5,606 last year.

The latest figures indicate the peak has not yet been reached, says the professor. This year's total could top 7,500.

Nineteen seventy-four pre-

sents us with an unenviable record figure of nearly £42m. of liabilities," he points out. This was more than double that of the previous two years.

Prof. Davies believes that the average level of bankruptcies in depression-hit Britain is rising in the long term as well as from one economic boom to the next crisis.

The average in the 1950s was 2,062, in the 1960s it was 3,691, and in the 1970s so far it stands at 4,541.

"Bankruptcy and unemployment will continue to rise for another year to 18 months and thereafter, importantly and more surprisingly, will not fall back again to the lower levels before the crisis," he warns.

Heading the league table for bankruptcies is the building industry with 1,038 failures in 1974, leading to losses of £2,651,208. For business as a whole, the average liability total worked out at £6,050 a case in 1973 and £9,358 last year.

INTERNATIONAL BUSINESS AND COMMODITY PRICE STABILIZATION

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Minister of Primary Industries, Malaysia

WHAT THE INDUSTRIALISED STATES SHOULD OFFER

Dr Saburo Okita
The Overseas Economic Cooperation Fund, Tokyo

THE BENEFITS TO THE POPULATION OF STABLE COMMODITY PRICES

The Hon. Blas Ople
Secretary of Labour, Philippines

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Mr Robert A. Perlman
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Mr Alexander Stakhovitch
Commission of the European Communities

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Centre of Resource and Environmental Studies, Canberra. Formerly Deputy Secretary, Department of Overseas Trade, Australia

THE RAW MATERIAL PRODUCER AND PRICE STABILIZATION—A PERSONAL ASSESSMENT

Y. B. Tun Tan Siew Sin
Formerly Finance Minister, Malaysia
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TRADE MEASURES TO STIMULATE INVESTMENT IN THE PROCESSING INDUSTRIES OF DEVELOPING COUNTRIES

Mr Hugh Corbett
Trade Policy Research Centre, London

COMMODITY PRICE STABILIZATION THE USER'S VIEW

Mr Peter Blackwell
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The fee of £175.00 covers all refreshments, cocktails, lunches, a dinner and conference documentation.

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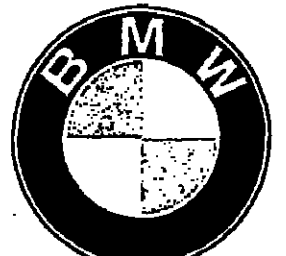
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COMPANY NEWS + COMMENT

Arenson down but orders now improving

TURNOVER of office furniture and equipment manufacturers, A. Arenson (Holdings), fell from £17.08m. in the year to £17.01m. in 1974, while taxable profits fell sharply from £800,000 to £18,000 after an advance from £214,000 to £204,000 at half-way.

Chairman Mr. A. Arenson, however, reports a "welcome improvement" in order intake over the last two months. While taking a cautious view as to the sales pattern immediately ahead, constructive steps are being taken to increase turnover and profit and to ensure that the company will be able to take immediate advantage of any upturn in world trading.

Profit for the year is after writing off £220,000 pre-paying expenses incurred in the second half in setting up the U.S. operation, extending markets, and distribution facilities in Europe, and setting up new "President Works" in St. Albans.

Fully diluted earnings per 10p share are shown to have fallen from 9.4p to 7.7p. The dividend total is raised from 1.792p to 1.813p with a final payment of 1.820p net.

After tax of £171,000 (£142,000), the net balance comes out at £270,000 behind at £147,000.

The chairman explains that the decrease in turnover resulted from a substantial fall in orders. While some downturn was expected, this was at a much higher level than anticipated due to severe customer destocking and the general dependency in commerce and industry.

The directors are convinced that increasing the pre-paying expenses together with their unchanged determination to implement their planned programme, will prove to have been right for the company and they have every confidence that the benefits accruing from them will be clearly apparent in the future years.

Exports for the year have "surged ahead," almost doubling over last year to break through the £1m. barrier for the first time.

INDEX TO COMPANY HIGHLIGHTS

Company	Page	Col.	Company	Page	Col.
Aquascutum	34	1	Jentique	33	2
Arenson (A.)	32	1	Jones (Edward)	34	1
Booth (Intl. Hldgs.)	32	6	Joseph (Leopold)	34	1
Boulton (W.)	34	8	Kalamazoo	32	2
Burdene Investments	32	7	Lilleshall	32	5
Burton (M.) Property	33	3	Linread	33	3
Clarke (Clement)	32	4	Minster Assets	33	1
Common Bros.	34	6	Reed Paper	33	4
Cuthbert (R. & G.)	32	2	Sandhurst Marketing	32	6
Davies & Newman	33	4	Tricoville	32	3
Garford-Lilly	33	4	Wharf Mill Finishers	33	3

Cuthbert slumps by £0.43m.

AFTER INTEREST charges up from £236,097 to £416,802, pre-tax profit of R. & G. Cuthbert, horticultural traders and hardware wholesalers, fell sharply from £336,734 to £105,017 in the year to June 30, 1975. However, chairman Mr. C. Cuthbert forecasts improved results in the current year.

Sales in the year advanced from £12.61m. to £18.73m.

Earnings per 10p share are shown to have fallen from 4.3p to 0.4p basic and from 4.5p to 0.5p diluted. There is no final dividend, compared with 1.25p interim, standing against last year's total of 1.6p.

Trading profit dropped from £774,241 to £221,819. The contribution from horticultural trading improved from £366,354 to £402,738, but that from hardware distribution fell from £406,867 to £118,021.

Mr. Cuthbert says in his annual statement issued with the results that in spite of the setback he remains optimistic about the future.

The group has made and is continuing to make substantial economies in overheads while seeking successfully to increase its sales. The borrowing position is

should be further eased in due course by the disposal of various properties.

comment
Cuthbert's borrowing costs were fairly serious in June 1974 but a further deterioration during the year has resulted in a greatly eroded profit figure. Trading profits were some 53 per cent. lower anyway, thanks to difficulties in the hardware division, but with interest charges now accounting for about 80 per cent. of the trading figure the shortfall at the pre-tax level comes out at over 80 per cent. Cuthbert's priority must now be to reduce borrowing since these now stand at £3.1m. against shareholders' funds of only £1.84m. excluding goodwill. Some property disposals are in the pipeline but cash flow at the moment is negligible and it is doubtful whether interest charges will be any lower this year. A substantial improvement in trading profits is therefore imperative and in the meantime the shares at 22p (where the capitalisation is £1.34m.) face a tough time.

Tricoville earns and pays more

FROM A 29.7 per cent. improvement in turnover pre-tax profit of Tricoville, designers and sellers of ladies' fashion wear, expanded 29.7 per cent. from £246,624 in a year to £320,008. At mid-year, dividend was from £148,000 to £140,000.

The final dividend is 0.667p net per 10p share effectively raising the total to 1.187p.

A 26.4 per cent. increase as a result of close company provisions. The directors say that forward sales are very satisfactory and a progressive growth in profits is anticipated.

	1974	1975
Turnover	£2,504,472	£3,251,945
Profit before tax	£275,903	£320,008
Tax	£85,411	£131,834
Net profit	£190,492	£188,174
Interim dividends	£17,000	£12,000
Final	£20,000	£15,640

comment
A buoyant second-half performance from Tricoville, with profits advancing by two-fifths, has led to the year 26 per cent. higher. Its lack of involvement in manufacturing helps to control overheads and orders running six months ahead of deliveries make possible a fairly tight financial position. Liquidity was turned round by nearly £0.4m. to a credit of £0.2m. at the year-end. The middle-upper grade fashion wear trade is generally holding its own but, even so, sales this year are unlikely to match 1974-75's 30 per cent. growth and an increase of say £1m. looks more reasonable at present. On this basis, pre-tax profit could edge ahead at least to £420,000 even if margins are clipped by a tenth. Meanwhile, a 2 per cent. increase in the directors' holdings—bringing £1m. into the close company—has resulted in a

dividend jump which puts 10p shares at 28p on a yield of 7.1 per cent., still covered five times.

Clement Clarke upsurge

FROM TURNOVER up from £1.73m. to £2.49m, taxable profit of Clement Clarke (Holdings) almost doubled from £202,000 to £402,000 in the first half of 1975. The interim dividend is raised from 0.73p to 0.75p per 25p share. Last year's total was 1.55p from profits of £480,980.

The directors state that they are reasonably confident that the forecast of satisfactory results for the full year will be realised.

Optical retail sales remain buoyant and export orders and enquiries for optical instruments continue firm.

There has been a reduction in demand for optical and medical instruments in the U.K., due to economies in the health service, but the directors are hopeful that export business will expand further as major trading nations relax.

Tax for the half year takes £204,000 (£104,000) leaving the net balance up from £198,000 to £198,000.

comment
Even after excluding a first-time contribution from an acquisition (worth £20,000) Clement Clarke's first-half performance—profits 29 per cent. higher before tax on margins almost five points better—has been a credit to the company. Higher export sales (70 per cent. of the upphalamic output goes overseas) have clearly played a major part in the improvement. But it is not clear what will happen in the second half as the deal in the recent cost-saving measures carried out in the U.K. operation, as well as to the intensive forward buying policy, started last year—and largely responsible for the 29 per cent. rise in stock levels at the end of 1974—will have enabled the group to avoid the pressure of escalating material costs. These now appear to be subsiding and although U.K. demand has recently taken a slight knock from a reduction in Government spending, the level of business on the traditional dispensing side is sufficient to support the current year's rise. This would enable a maximum dividend, yielding 6.0 per cent. at 45p, to be covered almost four times.

Improvement for MEPC Canadian

Rental income of MEPC Canadian Properties improved from £20,925 in the year to September 30, 1974, to £23,300 in the year to September 30, 1975. Net earnings were up from £23,300 to £24,000 or 40 cents (same) per Common share. Cash flows from operations expanded from £23,300 to £24,000.

Dividend total is 19 cents per share and subject to Government regulations, the directors hope to pay "not less than 20 cents per share" in the current year.

The president, Mr. Ray Greiner, points out that earnings and cash flow figures include pre-tax trading profits of \$695,000 (\$611,000).

Gains on sales of investment properties in 1974-75 amounted to \$843,000, after deducting deferred income taxes of \$653,000, and increased overall net earnings to \$2,250,000.

For the comparative period to September 30, 1974, gains on sales of investment properties amounted to \$2,280,000, after deducting deferred income taxes of \$780,000 and increased overall net earnings to \$4,730,000 or 63 cents per share.

After including the gains on sales of investment properties, overall cash flow amounted to \$7,060,000 or \$1.23 per share (\$7.85m. or \$1.39).

Total assets were \$179,310,000 (\$173,100,000) at year-end. Total liabilities were \$179,310,000 (\$173,100,000) at year-end. The company has arranged long-term financing in the form of first mortgages on its properties, has been drawn down during 1974. Capital commitments to complete existing developments amounted to \$6m. at September 30, 1975. Net funds available for future investment amount to \$11,300,000 plus substantial lines of credit from four Canadian banks.

MEPC Canadian Properties has office, industrial, retail and commercial holdings in major cities across Canada.

comment
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ICH SPECIAL INTERIM DIVIDEND

As forecast last June, the directors of International Computers (Holdings) have again decided to pay a special interim dividend, the gross equivalent of which is unchanged at 1p a share, in order to maintain the trustee status.

With the increase in tax the dividend is reduced from 0.87p to 0.65p net.

As known in the half year to March 31, 1975, pre-tax profit increased from £5,814,000 to £7,041,000.

RESULTS AND ACCOUNTS IN BRIEF

ABERDEEN INVESTMENTS—Pre-tax profit for half year ended September 30, 1975, £2,975,000, Tax £100,000, £2,875,000. Interim dividend of 0.75p per share, £2,156,250. Net profit £2,775,000. Dividend £2,156,250. Balance £518,750.

GEN RAILWAY—Results for half year ended September 30, 1975, £2,975,000, Tax £100,000, £2,875,000. Interim dividend of 0.75p per share, £2,156,250. Net profit £2,775,000. Dividend £2,156,250. Balance £518,750.

COMMON HOLDINGS—Results for half year ended September 30, 1975, £2,975,000, Tax £100,000, £2,875,000. Interim dividend of 0.75p per share, £2,156,250. Net profit £2,775,000. Dividend £2,156,250. Balance £518,750.

COMPTON HOLDINGS—Results for half year ended September 30, 1975, £2,975,000, Tax £100,000, £2,875,000. Interim dividend of 0.75p per share, £2,156,250. Net profit £2,775,000. Dividend £2,156,250. Balance £518,750.

HERWOOD STARR GOLD MINING COMPANY—Results for half year ended September 30, 1975, £2,975,000, Tax £100,000, £2,875,000. Interim dividend of 0.75p per share, £2,156,250. Net profit £2,775,000. Dividend £2,156,250. Balance £518,750.

FOURTH CITY AND COMMERCIAL

DIVIDENDS ANNOUNCED

Company	Current payment	Date of payment	Current dividend	Total for year	Total last year
A. Arenson	1.25	Jan. 2	0.74	1.99	1.79
Anglo Scottish Trst.	0.79	Jan. 2	0.74	1.53	1.33
Booth (Intl. Hldgs.)	0.99	Jan. 2	0.99	0.99	0.99
Booth (Intl. Hldgs.)	0.99	Jan. 7	1.24	2.23	2.08
Burdene Investments	0.30	Jan. 7	0.44	0.74	0.78
Clement Clarke	0.55	Jan. 6	0.75	1.30	1.05
Common Bros.	2.75	—	2.43	4.73	4.43
R. and G. Cuthbert	0.73	Jan. 1	1.25	0.55	1.6
Davies & Newman	0.51	Jan. 1	0.41	0.92	0.92
Intl. Computers (Hldgs.)	0.65	Dec. 23	0.67	—	0.67
A. E. Jenk & Cattell	1.05	Jan. 9	0.95	1.58	1.48
Jokai Tea	7.15	Dec. 10	6.7	7.15	6.7
Leopold Joseph	1.48	Jan. 2	1.38	—	6.42
Lilleshall	0.85	Jan. 9	0.85	—	1.9
Minster Assets	1.5	Jan. 1	1.4	—	1.9
Sandhurst Marketing	1.12	Jan. 2	1.02	1.71	1.6
Supara	0.43	—	0.3	0.33	0.3
Tricoville	0.67	—	0.32	1.17	0.92
J. O. Walker	0.98	Dec. 31	1.01	—	2.91

Dividends shown in pence per share net except where otherwise stated.

* Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. (a) Total of 2.95p is forecast. (b) To maintain trustee status.

Lilleshall slips at half-time

A FIRST HALF 1975 decline in pre-tax profit from £11,738 to £10,273 is announced by The Lilleshall Company, after increased depreciation of £15,361, against £17,400, and an interest charge up from £6,916 to £7,262. For all 1974 profit was £23,001, a record.

The interim dividend is being kept at 0.55p net—last year's final was 0.54p.

According to Mr. A. R. Pike, chairman, the provision in the first half for the total estimated 1975 profit, which will occur in the winding-up of activities in the structural engineering and building group manufacture initiated in February last, has been the major factor in a reduction in the profit available for appropriation from £14,044 to £10,273.

As a result of the closure of the steel-making activities, liquidity has been substantially improved "putting the group not only in a stronger position to ride out the world-wide recession in steel but to continue its investment programme in the steel, stockholding, engineering and homes divisions."

comment
He says it is not possible to forecast the results for the second half as these must depend to a large extent on an upturn in demand for steel, but the directors "have every confidence that the long-term profitability of the group."

	1974	1975
Trading profit	£11,738	£10,273
Depreciation	£15,361	£17,400
Interest charges	£6,916	£7,262
Profit before tax	£14,044	£10,273
Taxation	£1,044	£1,044
Net profit	£13,000	£9,229
Extraordinary losses	£1,044	£1,044
Available profits	£11,956	£8,185
Retained	£11,956	£8,185

Talbex ready for upturn

Measures taken to ensure the survival of The Talbex Group in a period of great difficulty have laid sound foundations for future growth, states the chairman, Mr. S. H. Lunt, in his annual review.

Although forward orders are encouraging, destocking by customers has had an adverse effect on demand. However, he is confident that, when a reasonable operating climate returns, each of the main divisions will continue to expand and recovery and profit will be maintained.

The chairman says that litigation arising out of the former activities of Dunthorpe Finance Company to recover about £0.5m. has been settled.

Interest on the previous directors' is in progress. The directors "will continue to take such action as they believe to be in the best interest of the company."

After reviewing the loans made by Dunthorpe Finance, the directors have maintained the provision for doubtful debts at £400,000.

To calculate U.K. tax, credit has been taken for the provision, in addition to about £32,000 for which credit was taken in the previous year. The balance of the provision—about £27,000—relates to specific debts and the directors propose to claim these provisions for tax purposes when submitting the computation to adjusted profit for the year to

Booth (Intl.) sees further progress

Including a loss of £18,713, compared with £10,000, in respect of associated tanneries in Northern Ireland, taxable profit of Booth (International Holdings) expanded from £104,000 to £172,000 during the first half of 1975 and chairman Mr. G. W. Willis expects further improvement in the second half.

Stated earnings per 25p share are up from a 1.24p net in the interim dividend—costing £40,200—is being held at 1.34p net. Total dividend for 1974 was 2.88p from profits of £230,200.

Mr. Willis reports that the recovery in group profits has continued and, referring to Northern Ireland, says that despite maximum effort, associates have not yet become profitable.

English tanneries are at full production and it is hoped that the rawstock business will benefit from the revival of the tanning industry in Europe and elsewhere.

	Half year 1974	Half year 1975
Sales	£122,125	£172,000
Profit before tax	£24,818	£17,200
Tax	£2,718	£2,718
Net profit	£22,100	£14,482
Includes £15,713 loss (£10,000) from Northern Ireland associates.		

DIVIDENDS ANNOUNCED

Company	Current payment	Date of payment	Current dividend	Total for year	Total last year
A. Arenson	1.25	Jan. 2	0.74	1.99	1.79
Anglo Scottish Trst.	0.79	Jan. 2	0.74	1.53	1.33
Booth (Intl. Hldgs.)	0.99	Jan. 2	0.99	0.99	0.99
Booth (Intl. Hldgs.)	0.99	Jan. 7	1.24	2.23	2.08
Burdene Investments	0.30	Jan. 7	0.44	0.74	0.78
Clement Clarke	0.55	Jan. 6	0.75	1.30	1.05
Common Bros.	2.75	—	2.43	4.73	4.43
R. and G. Cuthbert	0.73	Jan. 1	1.25	0.55	1.6
Davies & Newman	0.51	Jan. 1	0.41	0.92	0.92
Intl. Computers (Hldgs.)	0.65	Dec. 23	0.67	—	0.67
A. E. Jenk & Cattell	1.05	Jan. 9	0.95	1.58	1.48
Jokai Tea	7.15	Dec. 10	6.7	7.15	6.7
Leopold Joseph	1.48	Jan. 2	1.38	—	6.42
Lilleshall	0.85	Jan. 9	0.85	—	1.9
Minster Assets	1.5	Jan. 1	1.4	—	1.9
Sandhurst Marketing	1.12	Jan. 2	1.02	1.71	1.6
Supara	0.43	—	0.3	0.33	0.3
Tricoville	0.67	—	0.32	1.17	0.92
J. O. Walker	0.98	Dec. 31	1.01	—	2.91

Dividends shown in pence per share net except where otherwise stated.

* Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. (a) Total of 2.95p is forecast. (b) To maintain trustee status.

Sandhurst Marketing £0.29m.

THE RECORD profit forecast by Sandhurst Marketing turns out to be £267,197 pre-tax, for the year to June 30, 1975, compared with £234,288 for the previous year, after £160,000, against £119,000, at half-way.

Stated earnings for the year increased from 3.90p to 6.41p per 10p share, and the dividend is raised from 1.002p to 1.707p net with a final of 1.246p.

comment
Sandhurst Marketing's growth appears to have halted in the second six months of 1974-75 after a 34 per cent. pre-tax rise at the interim stage—but the overall improvement of 18 per cent. pre-tax still looks reasonably good judged against a background of declining demand in both the stationary and chemicals industries. The decline in sales volume continued into the first six months of the current year, causing the group to abandon its substantial expansion project at Cardiff, commencement of which had already been postponed from the previous year. A reduction in current-year profits will now be difficult to avoid. However, the group has experienced a fairly strong upturn in demand in the past few weeks which is allowing it to reap the first real benefits from its Haywards Health Spectra Chemicals extension, and it is apparently continuing to increase its share of the stationary market by introducing new products designed specifically to aid economy. The shares, which at 28p are yielding 10.1 per cent., must derive some support from a cover of 37 times and a p/e of just 2.9.

	1974	1975
Trading profit	£234,288	£267,197
Depreciation	£16,000	£16,000
Interest charges	£10,000	£10,000
Profit before tax	£208,288	£241,197
Taxation	£16,000	£16,000
Net profit	£192,288	£225,197
Extraordinary losses	£10,000	£10,000
Available profits	£182,288	£215,197
Retained	£182,288	£215,197

Talbex ready for upturn

Measures taken to ensure the survival of The Talbex Group in a period of great difficulty have laid sound foundations for future growth, states the chairman, Mr. S. H. Lunt, in his annual review.

Although forward orders are encouraging, destocking by customers has had an adverse effect on demand. However, he is confident that, when a reasonable operating climate returns, each of the main divisions will continue to expand and recovery and profit will be maintained.

The chairman says that litigation arising out of the former activities of Dunthorpe Finance Company to recover about £0.5m. has been settled.

Interest on the previous directors' is in progress. The directors "will continue to take such action as they believe to be in the best interest of the company."

After reviewing the loans made by Dunthorpe Finance, the directors have maintained the provision for doubtful debts at £400,000.

To calculate U.K. tax, credit has been taken for the provision, in addition to about £32,000 for which credit was taken in the previous year. The balance of the provision—about £27,000—relates to specific debts and the directors propose to claim these provisions for tax purposes when submitting the computation to adjusted profit for the year to

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ISSUE NEWS AND COMMENT

Essex Water £3½m. pref.

Arrangements have been completed for an offer for sale by tender of £3½m. of 9 per cent. Redeemable Preference Stock 1981 in the Essex Water Company at a minimum price of 98 per cent.

The stock is payable as to £10 per cent. with tenders to be received no later than Tuesday, November 18, the balance being payable on or before December 22. Dividends are payable half-yearly on September 28 and March 31 with the first payment of £2,540,000 net covering the period from November 18, 1975 to the payment date on March 31, 1976. The grossed up redemption yields are 14.13 per cent. and 14.42 per cent. respectively on the minimum price.

Brokers to the issue are Seymour Pierce and Co.

comment

There is considerable demand in the market for short-dated water stocks at present, and the three latest issues, Bristol, York and the London Valley, are evidently being quoted at bid. So, against this background, the Essex issue should have little trouble getting off the ground and tenders pitched around the 98 per cent. mark seem in order. Similar stocks are standing on running and redemption yields of 12.55 and 14.06 per cent. respectively in the market, so a tender price of 98 per cent. would be 14.92 and 14.50 per cent. is all showing a small edge over comparable stocks.

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Minster Assets ahead £0.46m. halfway

MAINLY REFLECTING an increase from £1.5m to £1.97m in investment income, Minster Insurance Group, first half 1975 pre-tax profit of £1.97m, expanded from £2.07m to £2.53m. The figure for the year 1974 was £3.14m.

Stated earnings per 25p share advanced from 2.41p to 3.19p for the six months. As before the interim dividend is 1.5p net, and it is intended to pay a maximum permitted final of 1.46p (1.23p).

In anticipation of future legislation relating to the size of individual investments of insurance companies, the group's City head office building was recently sold for £3.34m and leased back. The proceeds are being reinvested to give a wider spread of investments.

Because of the nature of insurance business, underwriting results for the first six months are not taken as a realistic guide to the full year's results, but the insurance subsidiaries as a whole continue to trade satisfactorily and the outlook for the full year is encouraging, says the chairman, Mr. A. R. G. McGibbon.

Because of normal seasonal factors British Midland Airways shows a loss at the half year, though down from £200,000 to £166,000. As foreshadowed in July, borrowings from the parent company and have been repaid, and with trading results to date head of budget, there is a good prospect of a profit after interest in the year.

The 18.2 per cent stake in Linair previously held by Hutchinson International of Hong Kong has been placed among London institutions. Currently some 10 per cent of the Ordinary capital is held by 30 such institutions including leading insurance companies, investment trusts, merchant banks, pension funds, and unit trusts, it is stated.

Confidence at Jentique

In his annual statement Mr. F. Croxall, chairman of Jentique (Holdings), tells members that the current year has started well with turnover in both clock and furniture divisions showing further advancement on the same period last year.

The directors are confident that this position can be maintained during the first half year, he adds.

The chairman states that he is of the opinion that in the present economic climate it would be imprudent to forecast the direction of the economy next year until accurate information is available of the Government's medium-term strategy to reduce inflation.

The group is in a very sound financial position and priority is being given to selective investment in modern plant to ensure maintenance of efficient methods of production.

As known profit before tax for the year to June 30, 1975, the subsidiary Robert Bradford expanded from £375,292 to

M. Burton Property policy

Mr. R. M. Burton, chairman of Montague Burton Property Investments, says in his annual statement that the company has sufficient sources of funds to complete the current development programme.

He points out that in line with the policy to make the company self-funding for development finance the loan from Burton Group was repaid during the year to August 31, 1975.

Borrowings are currently provided by the company's clearing bank and these are entirely devoted to funding developments. The interest has previously been charged to the capital cost of the development.

Davies & Newman interim up

AN INCREASED pre-tax loss of £783,000 against £222,000, was incurred by Davies & Newman Holdings in the first half of 1975.

But in view of trading prospects for the second half the interim dividend is raised from 2.01p to 2.18p net per 25p share. The 1974 total was £1,294,499 from a profit of £1.14m.

Earnings of the shipbuilding side for the year are expected to be similar to those of 1974, and the year's aviation results are expected to be satisfactory, the directors state.

J. O. Walker little change midway

Timber Importers, J. O. Walker and Co., announce a marginal decline in pre-tax profits from £188,000 to £182,000 for the first half of 1975 an turnover ahead from £2.47m to £2.51m.

The interim dividend is 0.975p (1.005p) net. Last year's total was 2.91p from profits of £380,854.

Tax for the year, takes £133,000 (£101,000), leaving a net balance down from £87,000 to £49,000.

Reed Paper downturn

Reed Paper, a Canadian-based company controlled by international companies, announces net earnings for the nine months ended September 27, 1975 were \$15,074,000 or \$1.89 a share. Net earnings for the company for the same period last year, before an extraordinary income item, were \$25,899,000 or \$3.77 per common share. Sales for the nine months totalled \$269,280,000 compared with \$280,773,000.

Wharf Mill Furnishers progress

Despite difficult economic and trading conditions first half profit of Wharf Mill Furnishers increased from £44,800 to £57,700 in the half year to September 30, 1975 and subject to unforeseen circumstances, the directors believe that profit for the year will be at a satisfactory level, says the chairman, Mr. M. P. Renton. The first half profit for March 31, 1975 was £127,800.

First half stated earnings per 10p share increased from 1.34p to 1.74p, and the interim dividend is raised from 0.514p to 0.548p net. Last year's total was 1.18p from earnings of 3.95p.

DOWTY SEALS IN EIRE

Dowty Seals, of Ashchurch, Gloucestershire, has appointed Murphy Engineers, of Dublin, as its sole distributor in the Irish Republic.

Murphy will be responsible for the distribution of Dowty industrial sealing products throughout the Republic.

This appointment, which is part of a continuing export market expansion programme, strengthens links with industry in the Republic, said Mr. M. Spence, Dowty's managing director.

RECENT ISSUES

EQUITIES									
Stock	1975	1974	1973	1972	1971	1970	1969	1968	1967
100 F.P.	169	117	100	100	100	100	100	100	100
100 F.P.	7/11	380	335	350	350	350	350	350	350

FIXED INTEREST STOCKS

Stock	1975	1974	1973	1972	1971	1970	1969	1968	1967
100 F.P.	169	117	100	100	100	100	100	100	100
100 F.P.	7/11	380	335	350	350	350	350	350	350

"RIGHTS" OFFERS

Stock	1975	1974	1973	1972	1971	1970	1969	1968	1967
100 F.P.	169	117	100	100	100	100	100	100	100
100 F.P.	7/11	380	335	350	350	350	350	350	350

Linread poised for upturn

EFFORTS ARE being made by manufacturers of cold forged fasteners, Linread, to rationalise where possible, to cut costs and to prune investment in unproductive assets, says the chairman, Mr. A. H. Lyall.

The directors are also concentrating on raising the level of skills and technology so that when an upturn in the economy comes "we shall be ready to use our much increased production capacity to its most profitable extent," he declares.

Garford-Lilley well placed

Because of the policy to improve present and still reserving some cash, Garford-Lilley Industries is, on the one hand, well placed to take full advantage of any improvement in economic conditions, and to achieve greater and more efficient output in future years, and on the other, to withstand any further contraction in general manufacturing in the country, says chairman Mr. T. W. Williams.

The textile division was sold in 1972. The proceeds were used partly to repay the overdraft, thus releasing the group from heavy interest charges, and the balance became available for investment. The directors have given much time to considering investment in possible acquisitions, but have rejected any scheme that might burden the group with unprofitable expenditure, he adds.

\$5,000,000

Aceros De Llodio, S.A.

LLODIO (ALAVA), SPAIN

Medium-term Euro-currency loan

Arranged by

Cofiber, S.A.

MADRID

Funds provided by

The First National Bank of Boston

This announcement appears as a matter of record only.

American Express International Banking Corporation

a wholly owned subsidiary of American Express Company

CONSOLIDATED BALANCE SHEET		
	September 30, 1975*	December 31, 1974
ASSETS		
Cash and due from banks	\$ 251,711,000	\$ 262,427,000
Time deposits	284,499,000	294,976,000
Investment securities—at cost	388,133,000	441,076,000
Loans and discounts	1,423,620,000	1,236,839,000
Accounts receivable and accrued interest	72,373,000	73,123,000
Land, buildings and equipment—at cost, less reserves	12,009,000	14,569,000
Customers' acceptance liability	79,096,000	105,549,000
Other assets	45,262,000	29,928,000
	\$2,558,708,000	\$2,479,537,000
LIABILITIES AND SHAREHOLDERS' EQUITY		
Customers' Deposits and Credit Balances:		
Demand	\$ 733,698,000	\$ 664,919,000
Time	1,256,051,000	1,195,559,000
Total	1,989,739,000	1,851,478,000
Special deposit liability to U.S. Government	35,000,000	35,000,000
Deposits of American Express Company and subsidiaries	96,227,000	58,001,000
Drafts outstanding	49,700,000	48,313,000
Acceptances outstanding	79,527,000	109,723,000
Accounts payable	65,588,000	95,837,000
Other liabilities	73,505,000	120,426,000
	\$2,389,286,000	\$2,329,778,000
Reserve for losses on loans and discounts	35,398,000	31,200,000
Shareholders' Equity:		
Capital Stock:		
Preferred—5% cumulative—authorized and outstanding 25,000 shares of \$1,000 par value	25,000,000	25,000,000
Common—authorized and outstanding 60,000 shares of \$100 par value	6,000,000	6,000,000
Capital surplus	7,205,000	7,205,000
Retained earnings	93,819,000	80,354,000
Total shareholders' equity	132,024,000	118,559,000
	\$2,558,708,000	\$2,479,537,000

International Banking Corporation

provides business, financial institutions, governments and individuals with a wide choice of international financial services, including short term working capital and trade finance, term and project finance, foreign exchange, collection, deposit and money transfer services.

Branches and offices of subsidiaries are located in Amsterdam, Antwerp, Athens, Basel, Bombay, Brussels, Cairo, Calcutta, Cannes, Chittagong, Cologne, Copenhagen, Dacca, Düsseldorf, Florence, Frankfurt, Geneva, Grand Cayman, Hamburg, Heidelberg, Hong Kong, Jakarta, Karachi, Koenig, Lahore, Lausanne, London, Mestre, Milan, Monte Carlo, Munich, Naples, New Delhi, Nice, Okinawa, Paris, Prague, Rome, Saigon, Singapore, Taipei, Tokyo, Vienna, Zurich.

International Headquarters: 65 Broadway, New York, New York 10006

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هاتر ان الاصل

INTERNATIONAL COMPANY NEWS + EURO MARKETS

Siemens to maintain 1974-75 payout

BY GUY HAWTHORN

FRANKFURT, Nov. 11.

SIEMENS, WEST GERMANY'S largest private sector employer, proposes to maintain its 18 per cent dividend for the 1974-75 business year which ended September 30, assuming the expected approval of the March 18, 1976 annual meeting is forthcoming. The DM8.50 payout per share will require a 10 per cent increase in profits from the previous year's DM7.20 to DM8.00.

The supervisory and executive board's recommendation follows a review of a difficult business year during which the giant electrical concern appears to have acquitted itself creditably. Sales were up despite the recession and important strides were reported in the export markets. External group turnover rose 8 per cent to DM18.5bn. To-day's statement from Munich, however, points out that, although for cost and price increases, real terms there was only a relatively small growth over the previous year's DM17.2bn.

Domestic sales expansion slid from 1973-74's 6 per cent to 2 per cent, and home turnover slipped DM9.6bn. Foreign business exports, however, went up by 14 per cent despite a general downturn in world trade.

Although the growth of overseas sales did not equal the previous year's 18 per cent, the group's foreign turnover reached DM9.6bn. This performance pushed the proportion of overseas business in total turnover up from 1973-74's 45 per cent to 48 per cent.

There were, however, important changes in the structure of Siemens' average sales. Increases in turnover were noted in the medical, data processing and energy technology sectors. At the same time, there was only a slight growth in the media technology sector, while sales in the construction units and installations divisions were slightly down.

This led to short-time working in several sectors, said the report.

The preliminary report gives no indication of the 1974-75 profits. However, last year's net profits totalled DM5.04bn—some 18 per cent higher than that of the previous year—while at the end of the first nine months of the year under review net profits totalled DM4.38bn. This was a return to a more normal situation.

During 1974-75, Siemens trimmed its total workforce by about 4 per cent, bringing it down from the previous year's 309,000 to 297,000. The bulk of the cutbacks came at home. Personnel cutbacks reached 6 per cent to bring the West German labour force down to 207,000 employees, while there was a 1 per cent increase in numbers on the overseas payroll, which now total about 90,000.

Chrysler said that under the plan local shareholders will be offered stock in Chrysler Perse Argentina primarily from a proposed new stock issue.

Chrysler which now has a 99.4 per cent equity stake in the Argentine subsidiary would see that ownership fall to about 40 per cent, by 1980, assuming the plan goes through.

The company said funds received from the proposed stock sale would be used mainly for expansion. A company spokesman said the plan involves roughly doubling the present annual capacity of about 35,000 vehicles.

Chrysler said it took this "voluntary decision to Argentine subsidiary as a positive step towards strengthening operations and securing the corporation's investment."

AP-DJ

Chrysler's Argentine step

DETROIT, Nov. 11.

CHRYSLER Corporation said it has formally presented a programme to the Argentine Government under which Argentine investors could buy about 60 per cent of the company's Argentina subsidiary by 1980 for about \$30m.

Chrysler said that under the plan local shareholders will be offered stock in Chrysler Perse Argentina primarily from a proposed new stock issue.

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AP-DJ

Signs of improvement in the Japanese fibre industry

BY CHARLES SMITH, FAR EAST EDITOR

TOKYO, Nov. 11.

JAPAN'S major synthetic fibre manufacturers succeeded in stepping up production and sales during the six months business term ended last month, but all were down 1974-75.

Among the other major synthetic fibre producers, Mitsubishi reported a 4.9bn yen operating loss compared with a 5.8bn yen loss in the previous (March 1975) business term.

Prices were held steady but rising fuel and labour costs gave the company a 6.5bn yen operating loss compared with a 5.8bn yen loss in the previous (March 1975) business term.

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Japan's foreign computer deals

TOKYO, Nov. 11.

Nippon Mini-Computer is negotiating with Data General of Massachusetts over a capital link-up. This is in preparation for Japan's liberalisation of the computer industry to foreign capital in December.

The company, which has 1,300 employees, declined to comment on Press reports that Data General has agreed to acquire a 30 per cent stake in it.

Nihon Keizai Shimbun newspaper reported that the companies will shortly apply for authorisation on the capital tie-up plan.

In addition Fujitsu said it is negotiating with Siemens of West Germany to enter into a similar kind of business link.

Fujitsu declined to comment on local press reports that the proposed link is likely to cover production of big Japanese computers by Fujitsu for Siemens.

But the Nihon Keizai Shimbun Trade Journal reported that Fujitsu will export its big computers to Computer Gesellschaft, a subsidiary of Siemens which will then distribute them. The proposed tie-up would develop into a technical tie-up in the future.

Reuter

Nippon Steel cutting production

BY CHARLES SMITH

TOKYO, Nov. 11.

NIPPON STEEL Corporation, Japan's largest steel maker, will take one of its blast furnaces out of action at the end of this month as part of a programme for scaling down production.

The closure of the blast furnace, one of four at Nippon Steel's Minamata plant in Hokkaido, will represent the first action of its kind for over 20 years, according to press reports.

Nippon Steel, which has a total steel-making capacity of 10.5 million tonnes, admitted the existence of a labour surplus. Nippon Kokan, the second biggest steel company

has moved 600 workers from production to posts in "affiliated companies," Sumitomo Metal Industries is considering ways to deal with a 1,800 man surplus.

Nippon Steel's announcement of its blast furnace closure coincides with the publication of production guidelines by the Ministry of International Trade and Industry which will reduce Japan's steel output in the fourth quarter of the year to the lowest level since spring 1972.

Japan's steel production for the whole of 1975 is now expected to fall below the 100m. tons mark for the first time in four years.

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UBS expects good results

BY JOHN WICKS

ZURICH, Nov. 11.

GROSS RESULTS of Union Bank of Switzerland (UBS) are certain to be good this year, managing director Philippe de Weck told a Press conference here.

The profit-and-loss account situation was satisfactory, he said, and cash flow was being kept up despite difficult conditions.

However, it is not yet certain how cash flow is to be used. Managing director Dr. Nikolaus Senn said reserves would have to be set up for a number of credit positions at the end of the year, including credits to large undertakings.

The increase in the bank's total assets is exerting a certain pressure on capital coverage, said Dr. Senn, and the question of a further rise of share capital would arise in the foreseeable future.

No extraordinary measures would be necessary here, though, he added.

For the future, the bank reckons with a certain shrink-

ing of banks' interest margins as a result of growing competition in the credit sector, with more set-aside conditions on the part of foreign-exchange markets and securities fields. This will become generally effective in Europe towards the second half of next year.

Personnel costs are being kept well under control as a result of agreements with the employees' representatives—staff and administration costs are so far below budget levels this year.

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Georg Fischer faces profit dip

BY JOHN WICKS

ZURICH, Nov. 11.

THE SWISS engineering concern Georg Fischer will be un-

avoidably faced with falls in profits and cash-flow this year, according to a statement made by company president Dr. R. Lang in an interview with the "Schweizerische Handels- und Maschinen-Zeitung."

This would result from declining turnover in the fields of fittings production, plastics and contract casting (except steel ket in the foreseeable future).

Dr. Lang said it was possible that Georg Fischer might be forced to increase the capital contract casting (except steel ket in the foreseeable future).

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More N. Sea borrowing likely

BY MARY CAMPBELL

COMPANIES INVOLVED in the development of the North Sea are likely to figure particularly heavily among Euro-marketers during the next few months, bankers suggest.

One reason for this, they say, is that number of companies held back by borrowings until market conditions became more favourable—and with the margins in the North Sea—now falling they might be expected to start their borrowing.

Another reason, they say, arises from the technicalities of a British Government's interest subsidy scheme on borrowing to finance purchases of British goods.

The interest subsidy scheme was introduced by the U.K. authorities to ensure that North Sea development companies could borrow as cheaply as finance purchases of British goods as they could to finance purchases of goods made in other countries.

The problem arose because the British Government's interest subsidy scheme does not apply to finance for products used to develop the British sector of the North Sea—such products are technically not being exported, whereas money to finance purchases of goods from other countries could be borrowed under those countries' export credit schemes.

Under the U.K.'s interest subsidy scheme, the British Government pays 3 per cent of up to 90 per cent of the cost of goods purchased from U.K. suppliers insofar as money used to finance these purchases is borrowed.

The technicality concerning bankers involved in North Sea finance at present is that the subsidy is available only if the money to pay for the purchases is borrowed within twelve months of the start of payments to suppliers. A number of companies started making such payments some eight to ten months ago, banking sources suggest.

But have hitherto financed them from internal sources. Bankers think that the companies which have been doing this could well turn to the banks to borrow substantial amounts within the next few months in order to ensure that they qualify for the 3 per cent subsidy.

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U.S. purchases lift Rolinco

BY MICHAEL VAN OS

AMSTERDAM, Nov. 11.

ROLINCO, THE Dutch-based investment fund which is part of the Robeco group, said in its annual report over the year ended August 31, 1975, that its net assets, including the 1 per cent bond loan, had risen by over Fls.500m. to Fls.2.55bn.

At the end of the financial year the net asset value per share, including issue costs, amounted to Fls.129 compared with Fls.110 a year ago when it had dropped Fls.49 from the previous year.

The company said in its report at the rise in the net asset value of Rolinco shares was attributable to continued extensive purchases in the U.S.

The rise was favoured to some extent by increased leverage of Fls.70m. financed through short-term credit, it was added. Rolinco said that two-thirds of the portfolio was invested in America and the Far East—areas where there was understanding of the need for healthy profit growth.

While profits were good for the U.S. in particular, this was much less so in Europe where one should be prepared for a period of lower profits.

This certainly holds true of the Netherlands, where a recovery of profits will only be possible after a fundamental change in the Government's policy with respect to the entrepreneurial climate.

Rolinco stated in its annual report.

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Isola expansion plans

BY JOHN WICKS

ZURICH, Nov. 11.

THE FAMILY-OWNED Isola group, a leading European supplier to the international electrical production and repair sector, is currently developing plans for further multinational expansion.

The group, whose European production subsidiaries are in Switzerland, France and Italy have a total of 4,200 employees, has an undisclosed turnover said to be "in the Sw. s.300m. bracket."

With the recent purchase of a mica-paper insulation plant in the 3m. group in Rutland, the group has become a wide-area multi-paper producer. The French subsidiary, Udd-Fim, last year doubled its capacity for this product to 2,100 annual tons by the

opening of a new manufacturing facility at Valdoie, near Belfort, some 1,600 tons of production being destined for export. Apart from the Rutland unit, to be run under the name U.S. Samica Corporation, the group now plans production, using local raw materials, in Bangalore. Together, the two non-European plants are expected to produce up to some 1,100 annual tons.

Elsewhere, Swiss insulating works is planning a further expansion of capacity of its mica tapes, while the group's Italian operation is to continue the substantial expansion of its output of copper-clad laminates for printed circuits in Delle. Udd-Fim has created a production facility for flexible printed cir-

cuits, working with the "Flexprint" process under licence from the U.S. concern Sanders Associates. The group says it is satisfied at the progress it has made in the European market here, in which it believes there is room for further expansion.

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SELECTED EURODOLLAR BOND PRICES

MID-DAY INDICATIONS

operation is to continue the sub-	STRAIGHTS		CONVERTIBLES	
stantial expansion of its output	Amex Bdc 1985	96	American Express 4pc '77	79
of copper-clad laminates for	Amst Bdc 1987	96	Amst Bdc 1988	79
printed circuits. In Delle, Odd-	Amst Bdc 1989	90	Beitler Foods 4pc 1982	104
Fr. has created a production	BPC Bdc 1988	92	Borden 4pc 1982	94
facility for flexible printed cir-	Borcard Bdc 1988	92	Bradway 4pc 1987	74
cuits.	Borcard Bdc 1989	92	Canon Camera 7pc 1988	90
	Comet Bdc 1985	94	Cardinal 4pc 1987	85
	Comet Bdc 1986	94	Cardinal 4pc 1988	85
	Comet Bdc 1987	94	Cardinal 4pc 1989	85
	Comet Bdc 1988	94	Cardinal 4pc 1990	85
	Comet Bdc 1989	94	Cardinal 4pc 1991	85
	Comet Bdc 1990	94	Cardinal 4pc 1992	85
	Comet Bdc 1991	94	Cardinal 4pc 1993	85
	Comet Bdc 1992	94	Cardinal 4pc 1994	85
	Comet Bdc 1993	94	Cardinal 4pc 1995	85
	Comet Bdc 1994	94	Cardinal 4pc 1996	85
	Comet Bdc 1995	94	Cardinal 4pc 1997	85
	Comet Bdc 1996	94	Cardinal 4pc 1998	85
	Comet Bdc 1997	94	Cardinal 4pc 1999	85
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	Comet Bdc 2007	94	Cardinal 4pc 2009	85
	Comet Bdc 2008	94	Cardinal 4pc 2010	85
	Comet Bdc 2009	94	Cardinal 4pc 2011	85
	Comet Bdc 2010	94	Cardinal 4pc 2012	85
	Comet Bdc 2011	94	Cardinal 4pc 2013	85
	Comet Bdc 2012	94	Cardinal 4pc 2014	85
	Comet Bdc 2013	94	Cardinal 4pc 2015	85
	Comet Bdc 2014	94	Cardinal 4pc 2016	85
	Comet Bdc 2015	94	Cardinal 4pc 2017	85
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	Comet Bdc 2018	94	Cardinal 4pc 2020	85
	Comet Bdc 2019	94	Cardinal 4pc 2021	85
	Comet Bdc 2020	94	Cardinal 4pc 2022	85
	Comet Bdc 2021	94	Cardinal 4pc 2023	85
	Comet Bdc 2022	94	Cardinal 4pc 2024	85
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	Comet Bdc 2024	94	Cardinal 4pc 2026	85
	Comet Bdc 2025	94	Cardinal 4pc 2027	85
	Comet Bdc 2026	94	Cardinal 4pc 2028	85
	Comet Bdc 2027	94	Cardinal 4pc 2029	85
	Comet Bdc 2028	94	Cardinal 4pc 2030	85
	Comet Bdc 2029	94	Cardinal 4pc 2031	85
	Comet Bdc 2030	94	Cardinal 4pc 2032	85
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FARMING AND RAW MATERIALS

New protest by Danish fishermen

By Hilary Barnes

COPENHAGEN, Nov. 11. SOME 200 Danish Sea fishing vessels are heading for their home ports to protest against the Government's ban on North Sea herring fishing from last week and on cod fishing from tomorrow night. They are expected to mount a blockade against supplies of fish to all processing plants when they get home.

The fishermen are worst affected by the ban on herring, which is an unavoidable by-catch in the main catch of other fish for industrial processing. Unless they are allowed a proportion of herring in the catch, the entire Danish fishing industry is threatened with extinction.

Some of the Danish vessels were reported here to be making for U.K. ports to get round the ban on landing their catch in Denmark—a tactic which has already been condemned by the Government. The Danish negotiating position at this week's mid-term meeting of the North Atlantic Fisheries Commission (NAFC) which began in London this morning.

Other vessels were reported to be dumping their catch in the sea to avoid trouble with the Danish fisheries inspection authorities.

Commodity Staff writes: Delegates at the NAFC meeting have been warned that this may be their last chance to bring the North Sea herring fishery under effective control. Opening the meeting, Mr. Edward Bishop, Minister of State for Agriculture, said scientists were warning the state of these stocks with the "ill-fated" Atlantic-Scandinavian herring fishery which is now all but extinct.

It is noted that North Sea haddock stocks were also under pressure.

Cow breeding decline may be slowing down

By Our Commodities Staff

THE DECLINE in the rate of official insemination of British dairy cows may be slowing down the Milk Marketing board said yesterday.

In its AI report for the three months to the end of September, it noted that total demand was down by only 5.1 per cent. on the corresponding quarter of the previous year.

In the previous quarter, demand fell by 7.7 per cent. down to 1.6 million inseminations, compared with 1.7 million in the quarter ended March 31.

Dairy inseminations were only 500 or 3.1 per cent. down on the same period last year, whereas beef inseminations fell by over 11,000, or 6.4 per cent.

EEC agrees to raise NZ dairy produce prices

By David Curry

NEW ZEALAND dairy producers are to get an 18 per cent. rise in the price they receive for butter and cheese shipped to the U.K. next year, EEC Farm Ministers agreed here today.

However, there were signs that heavy opposition to the Commission's proposals setting relatively generous import quotas for New Zealand butter to the U.K. for the three years to 1979.

EEC Ministers are building up from some 100,000 tonnes to 120,000 tonnes.

The Council approved the 18 per cent. price rise proposed by the Commission after a 90 minute discussion in restricted session. It will lift the price of butter from January 1 to just over £21.227 a tonne (about 2,200 lb) from the present £18.000.

If New Zealand shipped her full quota of 145,000 tonnes to the U.K. next year, the award would add some £13.5m. to prices and about £2.5m. to the value of sales on the 30,000 tonnes cheese quota.

However, the increase does not affect U.K. shop prices. New Zealand's dairy producers will have to lobby the Treasury to lift prices to the Community level, and the

price increase awarded to New Zealand will take the form of a corresponding reduction in the levy.

Producers are generally satisfied with the increase, which Mr. Fred Peart, the U.K. Agriculture Minister, regarded as urgent. It is also likely to prove a useful bonus to the New Zealand Labour Government which is only a fortnight away from a General Election.

Privilege

The question of quotas for New Zealand butter for 1978-79 has been deferred to a later council meeting. The Commission is proposing a quota moving from 120,000 tonnes in 1978, to 121,000 in 1979 and 123,000 in 1980. The British Government has promised that it will try to eliminate the sliding scale principle which New Zealand fears opens the way to a gradual phasing out of the market in favour of a fixed quota system.

However, it was apparent here today that Danish and Dutch Ministers in particular had severe reservations about the Commission's quotas on their grounds that they would, at their expense, guarantee New Zealand

a rising share of a declining market.

They argued, the 22 per cent. market share enjoyed by New Zealand was likely to rise to some 43 per cent. by 1978 and in the same year to 50 per cent. of the import market.

It was unacceptable that New Zealand should have this sort of privileged access to the market, and the inevitable expense of Danish and Dutch producers who had built up their market share partly thanks to the default of the New Zealanders in fulfilling their quotas.

Last year Denmark sold some 500 tonnes of butter in the U.K. and Holland around 100,000 tonnes, they said, while New Zealand had exported 117,000 tonnes and this year would probably export 125,000 tonnes of 145,000-tonne quota.

Although it is understood that Holland and Denmark have not spelled out alternative quotas it was thought that the Hague might be more receptive to a 121,000-tonne quota for 1978 while Denmark would like provision to revise the quotas later in the light of the need to provide fair market shares for Britain's traditional suppliers inside the EEC.

The agreement being currently negotiated is scheduled to come into effect next October 1 and will probably last for six years.

Forecast of coffee free-for-all

By Richard Mooney

THE U.S. expects the world coffee market to be in a state of "free-for-all" for the next few years according to Mr. Julius Katz, head of the U.S. delegation at the International Coffee Council's current London talks on the proposed new international agreement.

He said yesterday the Brazilian frost disaster had changed the world supply situation to the extent that no quota restrictions were likely to be operative for the next two, three or even four years but stressed that the U.S. still sees the proposed new coffee agreement as important, if only as a "standby mechanism."

Mr. Katz said that putting off the agreement would leave the market in a state of uncertainty and would deny producers adequate incentives to restore production to normal levels.

"We are facing high prices in the next several years but it should be possible to work something out based on current market reality," he said, providing for the resumption of price stabilization mechanisms when supply moved back into surplus.

U.S. officials favoured a flexible approach in quota levels with about 70 per cent. on a fixed basis and the remainder varying according to stock levels and quota performance.

The agreement being currently negotiated is scheduled to come into effect next October 1 and will probably last for six years.

NICKEL SUPPLIES

Cuba aiming to join the big league

By Hugh O'Shaughnessy, recently in Cuba

CUBA HAS its sights fixed on pushing its nickel production from the present level of around 37,000 tonnes a year to more than 100,000 tonnes.

Massive developments are starting in the nickel belt in the North of Oriente province which by the 1980s should result in Cuba emerging as one of the top three nickel producers in the world.

At the moment, nickel output comes from the Nicaro mine in Northern Oriente which produces sinter and nickel oxide with a metal content of about 80 per cent. The rest comes from Moa in the form of leached ore with a 61 per cent. metal content.

The Moa open cast mine which first went into operation in 1959 under U.S. ownership, last year went into the hands of foreign bankers. Future investment will be concentrated around Moa.

The first preparatory works have started on the new plant at Moa, which will be in production by 1980 and which will eventually provide a further 30,000 tonnes a year of nickel content.

It is to be sited at Matanzas, 120 km. from Moa, and will employ the leaching process now used at Moa to enrich raw ores, whose nickel content varies between 1.2 and 1.3 per cent.

push output over the 100,000 tonnes a year mark.

Extensive considerable infrastructural works are in progress in the Moa region to provide for a big increase in the work-force. Hundreds of new dwellings are going up, there are new schools and a polytechnic while the local branch of the University of Oriente has achieved independence.

At the moment, Cuba is specialising in mining subjects. Moa is to be linked to the national electricity grid and there are plans for a rail spur.

Sr. Aguilera and the staff of the mine sketch out for visitors

extracting the cobalt which is now going abroad with the nickel. In addition, there are chrome, magnetite, bauxite and iron ores which cannot presently be treated by the leaching plant.

The serpentine is being stored on one side for future use as are the tailings of the leaching plant which have a 50 per cent. iron content. There are 50m. tons of these tailings which will eventually be smelted with nickel to make special steels.

Over the past few years nickel—the country's second largest export after sugar—has provided between 12 and 15 per cent. of foreign earnings.

In the hills above the Moa plant four six-ton draglines—two Soviet and two U.S. machines—fill the 30-metre Russian Velaz dumper which take the ore to a moving belt conveyor several kilometres long that shifts it to the leaching plant itself.

In a convenient inlet nearby, Soviet vessels fill their holds with the enriched ore from storage hoppers. After several years of difficulty, caused in part by the U.S. action which halted the supply of spares to the mine, the operation appears to be running smoothly enough to be on show to visiting foreigners.

St. Aguilera puts the cost of production of a tonne of nickel content from Moa at 900 pesos (some \$450) although the cost is slightly more at Nicaro. The Soviet Union, Cuba's biggest nickel market, is paying Cuba a guaranteed price of 5,000 roubles (about £2,500) a tonne.

Moving belt

FAO chief hits out at USSR

By Dominic J. Coyle

A THINLY-VEILED direct attack on the Soviet Union for its attitude towards the biennial conference on world food and agriculture, the UN Food and Agriculture Organisation (FAO) chief hits out at the USSR.

Dr. A. H. Boerma, the FAO director general, said the USSR's attitude was "a remarkable frank keynote address to the organisation's governing conference here."

For such an important power as the USSR, with its enormous agricultural resources, to remain outside the scope of FAO's membership and activities was, said Dr. Boerma, an indication that Moscow "has certain reservations as regards its international responsibilities."

His stringent public comments on the Soviet Union, which surprised some national delegations as well as a number of senior FAO officials, were underlined by Dr. Boerma when he stressed that one of his main sources of satisfaction during his term of office had been the decision of China to rejoin the organisation.

Dr. Boerma also referred to

the Soviet Union earlier in his speech to the 135 national delegations attending the biennial conference when he dealt with what he described as a "still very serious" world food crisis, despite bumper crops in North America this year, and indications that the crucial rice crop in the Far East would be extremely good.

Notwithstanding the excellent U.S. and Canadian harvests, "There is once again little chance of being able to replenish the world's cereal stocks in the present 1975-76 crop season, mainly because of the heavy import requirements of the Soviet Union."

Without a sizeable replenishment of stock—which, excluding those of China and the USSR, stood little more than a year's supply when they were in 1970—the world would remain as dependent as it had been in the last three years on the results of a single year's harvest.

While welcoming what he called the growing political realisation internationally of the need for adequate food resources, as indicated by the

commitments and undertakings made and given at last year's world food conference and during the recent special session of the UN General Assembly, Dr. Boerma insisted that even the rudiments of a policy framework for co-ordinating a food reserve system were not as yet visible.

Meanwhile, the estimated 500m. people in the underdeveloped world today, whose level of poverty was such as to exclude them from any standard measurement of food demand, would have increased by 1985 to 750m. There was absolutely no possibility in the years ahead of there being adequate food transfers from the developed world, whose gross food imports were now growing at a rate equivalent to a doubling every 15 years.

The message of this biennial FAO conference, which continues until November 27, is clearly that the Third World must immediately put less emphasis on often grandiose technical projects and give a much higher priority to domestic food production.

ROME, Nov. 11. U.S. and Canadian harvests made and given at last year's world food conference and during the recent special session of the UN General Assembly, Dr. Boerma insisted that even the rudiments of a policy framework for co-ordinating a food reserve system were not as yet visible.

Meanwhile, the estimated 500m. people in the underdeveloped world today, whose level of poverty was such as to exclude them from any standard measurement of food demand, would have increased by 1985 to 750m. There was absolutely no possibility in the years ahead of there being adequate food transfers from the developed world, whose gross food imports were now growing at a rate equivalent to a doubling every 15 years.

Record U.S. sugar beet crop forecast

WASHINGTON, Nov. 11.

THE U.S. Agriculture Department (USDA) has forecast a record sugar beet crop of 29.4m. tonnes, 33 per cent. above last year's output.

Sugar cane for sugar and seed, estimated at 29.3m. tonnes, is down 1.5 per cent. from last year's October 1 forecast but 17 per cent. more than in 1974.

Based on conditions on November 1, the USDA said the 1 per cent. increase in sugar beet estimates from October 1 largely reflected increased yield in Montana, Minnesota, North Dakota and Oregon.

It said the indicated average yield per acre for cane was 37.5 tonnes, against 34.1 last year and noted that yields were expected to exceed 1974's in all producing States.

Fall in world aluminium stocks

BY RHYD DAVID

STOCKS of aluminium around the world fell in September for the first time for 15 months, according to figures published by the International Primary Aluminium Institute yesterday.

Total stocks including scrap fell from 2.7m. tonnes to 2.5m. tonnes in August and primary stocks at smelters and fabrication plants fell to 3.37m. tonnes compared with 3.59m. tonnes in the previous month.

The reduction in stocks, coming after several months in which the rate of increase has shown

even more ambitious plans for implementation when the present projects are completed.

New nickel deposits at nearby Barrocas are said to contain 200m. tonnes of ore and a further deposit of 150m. tons has been found at Pinar de Mayari. The authorities are confident that they will soon start processing their ores more thoroughly and

signs of slowing down, is the first indication that the industry's recession may have bottomed out. Production this year has been cut progressively by the big producers and in the U.S., which accounts for half the world market, is currently running at around 73 per cent. of capacity. It would appear that at this level the industry has reached the point where it has brought supply and demand into balance.

One other factor which has helped to make some impression on stocks has been recent

Chinese purchases estimated at around 270,000 tonnes.

The reduction in stocks in September was accounted for largely by the North American market where total stocks fell from 2.7m. tonnes to 2.5m. tonnes with primary stocks going down from 1.72m. to 1.7m. tonnes.

While there may now be some further slow rundown of stocks, producers are not expecting any major upturn in the U.S. market until next year as there appear as yet to be few signs of significantly improved ordering.

NEW YORK, Nov. 11. THE SOYABEAN complex and wheat closed substantially lower following disappointment in the rally earlier in the week. The decline was accelerated by Commission House stop-loss selling while corn remained steady on speculative covering. Precious metals closed lower on carry-over speculative liquidation in sympathy with the lower level of grain prices. Barre reports:

Cotton—Dec. 57.50-57.75 (31.7), March 57.50-57.75 (31.7), May 57.50-57.75 (31.7), July 57.50-57.75 (31.7), Aug. 57.50-57.75 (31.7), Sept. 57.50-57.75 (31.7), Oct. 57.50-57.75 (31.7), Nov. 57.50-57.75 (31.7), Dec. 57.50-57.75 (31.7), Jan. 57.50-57.75 (31.7), Feb. 57.50-57.75 (31.7), Mar. 57.50-57.75 (31.7), Apr. 57.50-57.75 (31.7), May 57.50-57.75 (31.7), Jun. 57.50-57.75 (31.7), Jul. 57.50-57.75 (31.7), Aug. 57.50-57.75 (31.7), Sept. 57.50-57.75 (31.7), Oct. 57.50-57.75 (31.7), Nov. 57.50-57.75 (31.7), Dec. 57.50-57.75 (31.7), Jan. 57.50-57.75 (31.7), Feb. 57.50-57.75 (31.7), Mar. 57.50-57.75 (31.7), Apr. 57.50-57.75 (31.7), May 57.50-57.75 (31.7), Jun. 57.50-57.75 (31.7), Jul. 57.50-57.75 (31.7), Aug. 57.50-57.75 (31.7), Sept. 57.50-57.75 (31.7), Oct. 57.50-57.75 (31.7), Nov. 57.50-57.75 (31.7), Dec. 57.50-57.75 (31.7), Jan. 57.50-57.75 (31.7), Feb. 57.50-57.75 (31.7), Mar. 57.50-57.75 (31.7), Apr. 57.50-57.75 (31.7), May 57.50-57.75 (31.7), Jun. 57.50-57.75 (31.7), Jul. 57.50-57.75 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HOTELS—Continued

††BANKS AND HIRE PURCHASE

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BUILDING INDUSTRY—Continued**DRAPERY AND STORES—Continued****ENGINEERING—Cont.**HOTELS—Continued[illegible]

INDUSTRIALS (Miscel.)

[illegible]

ELECTRICAL AND RADIO

[illegible]

CHEMICALS, PLASTICS

[illegible]

10	24	166	23
27	75	283	19
22	82	277	18

[illegible]

ENGINEERING, MACHINE TOOLS

93	A.P.V. 50p	230	+5	18.70	3.1	5.8
42	Aerov. (Engs.)	120	+3	3.69	2.8	4.8
24	Do "	110	-1	3.69	2.8	5.2
57	Advert Group	130	6.31	3.3	7.5
559	Alcan 9c	561	99%	8.6	15.0
29	Aller (E) Balfour	56	3.46	3.5	9.5
15	Allen W.G.	34	2.33	2.5	10.5
32	Alm's W.C. Corp.	37	2.95	4.2	12.3

CINEMAS, THEATRES AND TV

24	Anglia TV "A"	95	-----	6.24	1.9	10.3
22	Ass. Tele "A"	66	-2	3.9	1.7	9.1
9	Galeman "A" 10p	18	+1	—	—	—
12	Ew'rd W'y d 2p	261 ₂	-1 ₂	—	—	—
13	H.T.V.	56	+2	4.25	1.4	12.3
39	Rec'd TV P'd E	59	+1	5.95	19.6	15.5
8 ₁	Sci. TV "A" 10p	24	+1	—	—	—
9	Tr'd TV "A" 10p	26	-2	11.98	1.6	11.7
11	Ulster TV "A"	39	...	3.2	1.6	13.7

BUILDING INDUSTRY, TIMBER & ROADS

[illegible]

DRAPERY AND STORES

[illegible]**FOOD, GROCERIES, ETC.**[illegible]

HOTELS & CATERERS

Adda Int. 10p	61 1/2	-	-
Borel I/J Fr 100	£85	-1 1/2	q7.54
Brent Walker 5p	44	-	0.94
Centre Hotels 10p	28	+1	1.09
C.C.H. Invest	22	-	-
DeVere Hotels	80	-2	d3.52
Grand Met. 50p	72	+1	b3.46
Do. 10p Cav 91.99	£90	-1	q10%
Hamover Gr. 5p	8	-	-

هنگام افتتاح

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